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AGRIFUTURO
Agribusiness Competitiveness

GENDER ASSESSMENT



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AGRIFUTURO GENDER ASSESSMENT

AUGUST 2013

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ACRONYMS

ADRA	Adventist Development and Relief Agency
AgCLIR	Agribusiness Commercial Legal and Institutional Reform
AICAJU	Association of Cashew Industry in Mozambique
APC	Production and Commercialization Agent
ASC	Agribusiness Service Cluster
CEDAW	Committee for the Elimination of all Discrimination Against Women
CLUSA	Cooperative League USA
CTV	<i>Centro Terra Viva</i> , environment organization
DUAT	<i>Direiro de Uso e Aproveitamento da Terra</i>
FOSC	Farmer Owned Service Centre
FtF	Feed the Future
GALS	Gender Action Learning System
GATE	Greater Access to Trade Expansion
GFP	Gender Focal Point
IKURU	A farmer-owned company in Nampula
ITC	Community Land Initiative
M&E	Monitoring and Evaluation
ORAM	Rural Organization for Mutual Support
PAC	Project Advisory Committee
PMP	Performance Monitoring Plan
PPP	Public-Private Partnership
SADC	Southern Africa Development Community
STTA	Short Term Technical Assistance
TNS	TechnoServe
USAID	United States Agency for International Development
VC	Value Chain
VCL	Value Chain Leaders
WFP	World Food Programme

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There is consistent and unquestionable evidence that when women's status and active participation in agriculture is improved and expanded, agricultural productivity increases, poverty is reduced and household nutritional levels increase.

USAID website

I. INTRODUCTION

I.1 BACKGROUND

Mozambique's persistent economic poverty, including the conditions rendering its agricultural productivity among the lowest in the world, has been well documented and amply discussed. In short, at least 55% of the country's 23 million people lives below the government-designated poverty line – which is measured in quite sparing terms. Approximately 80% of Mozambicans derive their livelihoods from agriculture, predominantly at the subsistence level. (AgCLIR, 2012)

At least 90% of farmers toil on small plots and grow food for domestic consumption, chiefly maize, rice, cassava, and various fruits and vegetables. Low productivity on these farms is endemic because, among other reasons, high-yielding, government-certified seed is rarely used; purchase and application of fertilizers is beyond the means of most farmers; the use of energy is unusually inefficient; and rainfall is unpredictable and irrigation underused. Once products have left the farm, inadequate storage facilities and problematic rural transport options contribute to pernicious rates of post-harvest loss. Compounding these issues is the country's inflation rate, estimated at 13.5% in 2010, which ranks among the worst in the world. (AgCLIR, 2012)

Due to high levels of illiteracy, lack of skills and low mobility, Mozambican women are far more likely to work as unskilled agricultural labor than men. The overwhelming majority of women in the labor force work in the agricultural sector. It is reasonable to assume, therefore, that the long-term economic well-being of women is directly related to the performance and growth of the agricultural sector.

Of the unskilled agricultural laborers, women represent 59%, which corresponds to 88% of total female employment sector (Arndt, Robinson, Tarp. "Gender and Trade Reform in Mozambique"). Estimates indicate that skilled agricultural labor earns 64% more than unskilled agricultural labor¹.

Mozambique's constitution clearly establishes gender equality in all areas of society and prohibits discrimination in the legislative, political, economic and social development context. However application of the law still remains a challenge as well as its dissemination to women in rural areas.

¹ AgriFUTURO final first annual work plan May 2009

The USAID gender policy (2012) defines three overarching outcomes for all its development investments:

- Reduce gender disparities in access to, control over and benefit from resources, wealth, opportunities and services - economic, social, political, and cultural;
- Reduce gender based violence and mitigate its harmful effects on individuals and communities; and
- Increase capability of women and girls to realize their rights, determine their life outcomes, and influence decision-making in households, communities, and societies.

The seven guiding principles underpinning this policy outline the USAID gender reform agenda and inform programme cycle and strategies of all projects. They include gender integration, inclusive approaches reaching women and men, building partnerships, and harnessing new technologies and innovation. Besides, USAID aims to learn from successes and failures and share best practices throughout the Agency. Also, it considers gender equality and female empowerment as a shared Agency responsibility and the commitment of all staff at every level.

Over the last five years at the behest of USAID, AgriFUTURO has worked to increase Mozambique's private sector competitiveness by strengthening targeted agricultural value chains. AgriFUTURO focuses on value chain development as a way of creating incentives for an enabling environment, expanding and strengthening business development services, building linkages between agribusinesses and financial service providers and increasing and improving public/private partnerships.

This assessment looked into how USAID's gender policy was put into action, the level of realization of planned results, lessons learned, and in particular recommendations for the future.

Since 2011 the project comes within the purview of Feed the Future (FtF) initiative which integrates gender-based analysis into all its investments. USAID, with the support of IFPRI developed an innovative index to assess women's empowerment- the Women's Empowerment in Agriculture Index. The index measures: empowerment, agency (the capacity to act independently and to make own free choices) and inclusion of women in the agriculture sector.

The USAID mission is now determined to analyze the roles and relationships of men and women in rural Mozambique and define a strategy going forward that will increase the participation of women in the country's economic activities.

I.2 PURPOSE AND SCOPE OF THE GENDER ASSESSMENT

The Embondeira Consulting team was commissioned by AgriFUTURO to conduct an assessment of the different ways that women and men participate in the agribusiness sector in Mozambique, with a specific focus on the four value chains included in the project; identify key gender issues, gaps and constraints that must be addressed in USAID interventions in Mozambique as it continues to support Feed the Future objectives. In particular, the purpose of this assessment is to focus on how to achieve greater "gender-equitable" value chain development.

The team reflected on the level of participation of women in project activities and the benefits they received as a result of that. Based on the findings, the report strives to articulate whether the women are integrated in income generating activities and increased their incomes and opportunities. The report also strives to draw attention to the constraints affecting the roles of men and women along the value chains.

Three basic questions about gender must be considered throughout the programming process, from design to implementation and final evaluation:

What is the impact of gender relationship on program results?

What is the impact of the program on the relative status of men and women?

What are the Lessons Learned considering gender equality?

2. DATA COLLECTION

The rationale for this undertaking is based on the fact that it is only when women and men are able to negotiate their gender interests and needs at the household level that women may increase their level of influence in decisions made over household resources. When women's capacity grows, their status changes, productivity increases, and poverty levels at the household decrease. Therefore this assessment provides relevant information on how gender roles and responsibilities at the household, production and market level, impact the program and/or the lives of the different people involved in the fruits, oilseeds, pulses and cashew value chains.

To gather information for this study the following methods were used:

- A desk review of program documents, studies and publications produced by AgriFUTURO, USAID and other key stakeholders;
- Review of reports and publications on other projects in Mozambique and abroad, to extract best practices and lessons learned connecting to lessons and questions from the assessment ;
- A quantitative analysis and review of on-going project activities and results;
- A qualitative analysis including structured interviews² and a questionnaire³ ;
- Three briefings on progress and results with appropriate USAID staff in Maputo;
- Visit to the project field sites in all three project areas (Nampula, Zambezia and Manica/Sofala), structured interviews with staff and interactive discussions with project beneficiaries (both male and female);
- Focus group discussions on land issues, value chain mapping and markets.
- Between 15th June and 30st of July the assessment team met with 93 women and 103 men representatives of 14 producer organizations (FOSCs and Cooperatives) and 5 men and 2 women owners of 7 companies participating in the project as Agribusiness Service Clusters (ASC). These organisations selected by the AgriFUTURO teams, were located in 11 districts in Nampula and Zambezia province (Nacala corridor) and Manica (Beira corridor). The Embondeira team had specified the need to meet with a variety of AgriFUTURO clients in small groups, with at least 6 women.
- The consultants used several tools from the Gender Action Learning System (GALS) methodology,

² See annex A

³ See annex B

developed by Linda Mayoux⁴ and others. The tools are highly participatory and allow each individual to express her/himself, often with use of drawings. Focus group discussion took place on market access and the role of the FOSC/cooperative in improving income and women participation.

- Interviews with the ASCs, Agribusiness Service Centres, focussed on business model applied reasons to partner with AgriFUTURO and possibilities to increase the gender focus in their work.
- In Catandica, Manica value chain analysis focused on two value chains: maize and soya. The data are presented as a case study.
- Documents for the desk review became available few days before the field visits. Having only broad understanding of the implementation of the project allowed for openness without many preconceived ideas.
- Interviews with other institutions on land issues and agribusiness, as well as interviews with USAID, AgriFUTURO, staff members took place in the different provinces until end of July.
- In Chimoio, a focus group discussion with *Iniciativa Terras Comunitarias*, *Forum Terra*, *Centro Terra Viva* and AgriFUTURO allowed for inter-organizational exchange.



Forum FACANA in Moma: during the explanation of the meeting purpose in Macua. Nampula Province . August 2013

⁴ See annex H for principles; check www.wemanresources.info for more information

2.1 METHODOLOGICAL APPROACH

The Scope of Work⁵ presents three central questions to be answered. For each question the team followed a specific methodological approach:

Question 1 – What is the impact of gender relationship on program results?

Interviews with key program staff were conducted to identify the most significant changes in gender relations at the program level. The interviews gave clarity on the program goals and results indicators, on resources used to reach those goals; on the staff ability/skills as well as their willingness to use gender related tools and principles in doing their project activities. Besides, this question was answered by reviewing documents such as progress reports, monitoring and/or evaluation reports and any other written material related to the project implementation.

The first tool is the Gender Balance Tree which is used to establish the roles and responsibilities of household members. The tool helped to understand both reproductive and productive activities performed by each member of the household .It helps to understand the main source of income for the beneficiaries and how the income is then used at the household level. The tool helps to identify what decisions are taken by who at the household level as well as the resources that both women and men have access to and control over. Since this is a tool that helps people to define priorities in using their income it also identifies expenses that negatively impact household resources. The information collected from using this tool was analyzed against the activities implemented and the changes the project envisioned.



Gender balance tree exercise with forums and cooperatives at Facana, Moma district and Ruace, Gurue District.. August 2013. Photo: Consultant team

⁵ See annex C

Question 2 – What is the impact of the program on the relative status of women and men?

To address the second question the team used three participatory tools⁶. The second tool used is the Increasing Income Challenge Action Tree – a tool that helped to understand gender constraints at household, production and market level. This tool provides further clarity on not only gender based challenges but also other aspects of the production (like quality of seeds) and marketing that have a greater impact in the relationship between women and men.



Income challenge action tree exercise – Forum FACANA, Moma district- Nampula Province. August 2013

Question 3 - What are the lessons learned considering gender equality?

Value chain mapping of the actors, the third mapping tool, enabled us to understand where the women and men are positioned in the whole chain, which parts of the chain are more important or more profitable. Through this mapping exercise the team was able to identify the role of the different actors in the development of the value chain and whenever possible,

assess their willingness to work with a gender perspective.

2.2 REPORT STRUCTURE

Section I introduces the scope of this gender assessment. Section II contains a short project description with intended actions on gender issues. The core of this report, Section III, presents the findings of the desk review, interviews and fieldwork. This section is designed to assess the gender equity objectives in the AgriFUTURO project and to answer the questions posed in the scope of work.

Lastly, conclusions and recommendations are presented in Section IV. An example of the development of possible gender indicators for a future phase is included in Section V, followed by a list of sources consulted and annexes. Additionally lessons learned document is presented which links to the best practices and lessons gathered from the assessment.

⁶ Developed by Linda Mayoux and WEMAN programme. See annex 4

3. AGRIFUTURO PROJECT DESCRIPTION

The USAID funded AgriFUTURO Programme supports the USAID Mission's strategic objective of "Broad-based rapid economic growth sustained through expanded capacities and opportunities" and is part of the Mission's Rural Income Program. The project is implemented by Abt Associates Inc. The AgriFUTURO project focuses on the Beira and Nacala corridors providing assistance to target groups active in high-potential agriculture value chains. Life of the project ran from its original period May 1, 2009-February 27, 2013 (three years, ten months) plus an 11-month extension, awarded earlier this calendar year, from March 2013 to January 31, 2014.

Abt Associates collaborates with two subcontractors, CLUSA and TechoServe:

CLUSA interacts with associations, forums and cooperatives in the Nacala corridor and Beira Corridor. It provides business support and promotes the creation and strengthening of the FOSCs (Farmer Owned Service Centres) and Cooperatives. Activities implemented are business training, technical assistance, elaboration of business plans, and facilitation of access to financial services, production inputs and markets, amongst others.

TechnoServe's (TNS) contribution focused on the fruit and cashew value chain. They provided 3 technical staff to the Nampula based AgriFUTURO office, working in particular on quality control, linking to international markets and business development. Within this project, most of its interventions concentrated on business development, apart from the pineapple value chain which had a component with producer associations in Zambezia.

The selected value chains are:

- Fruits : mango, banana and pineapple;
- Oilseeds: soy beans, sesame and groundnuts;
- Pulses: pigeon peas, cowpeas, butter beans, and
- Cashews;

It is worth to mention that maize and forestry were originally included, but taken out of the targeted value chains in 2012 when the Feed the Future initiative started.

Geographical focus:

The geographic focus of the project area is the Nacala and the Beira Corridors. Currently the project implements activities in 30 districts of Nampula, Zambezia, Sofala, and Manica Provinces.

The project is comprised of four components:

Component 1: Improve the Enabling Environment for Agribusinesses

The project aims to contribute to an increased and improved stakeholder base to articulate and lead the agribusiness enabling environment reform agenda. Under component one the project planned to address the following gender issues:

- Review the role of women in the target value chains when completing Competitiveness Assessments and address gender challenges in the strategies and action plans.
- Value Chain Associations will be representative of women if they are included and will address women's issues.
- Project staff will recruit women's organizations to participate in national forums and discussions and

conduct explicit outreach to women in producer and business associations, as appropriate.

Component 2: Expand and Strengthen Agribusiness Development Services

AgriFUTURO seeks to improve the quantity, quality and appropriateness of business development services available to the target value chains and the agribusiness sector in Northern Mozambique. In this light the project intended to:

- Ensure that women advisors and extension agents are present in the agribusiness service clusters to work with women farmers and entrepreneurs.
- Establish ways for ASCs to convey information that take into account literacy levels, and will ensure that the ASCs' hours of operation and location are responsive to women's schedule constraints.
- Assess ways to tie funding of ASCs to women's activities, with up to fifty percent funding allocated for women-owned businesses or for consortia in which fifty percent of the businesses are women-owned, amongst others.

Component 3: Build Linkages to Financing Services for Agribusiness Development

Several constraints restrict women's ability to access finance and credit. Therefore,

- AgriFUTURO would facilitate the formation of partnerships that promote successful, mutually beneficial relationships within and across value chains.
- And intended to identify women-owned businesses that could benefit from investment from the Agribusiness Investment Fund.

Component 4: Increase and Strengthen Public-Private Partnerships

AgriFUTURO aims to facilitate the formation of partnerships that promote successful, mutually beneficial relationships within and across value chains. No specific gender issues were identified for this component.

4. MAIN FINDINGS

In this section, the team will bring the main findings of the field survey and desk review. First, the findings will be presented by project component. Following, findings will be related to other queries and priority areas in the Scope of Work. That is, the impact of gender relationships on program results, the household approach as a possible way to address women empowerment and gender gap, and a reflection on land issues and gender. A short reflection on gender at the organizational level is added.

4.1 FINDINGS PER PROJECT COMPONENT

To answer the question "What is the impact of gender relationship on program results?" The team look made an analysis of how the gender targets defined for each project component were dealt with in implementation. Although gender is described under the cross cutting issues in AgriFUTURO's first work plan, gender activities were minimal which reflected lack of a strategy neither plan that could be used to analyses planning versus results over time.

COMPONENT I: IMPROVE THE ENABLING ENVIRONMENT FOR AGRIBUSINESS

The project component I aims to increase business competitiveness and improves the enabling environment for agribusiness. Gender targets were defined on three main subjects: competitiveness assessments, value chain associations and outreach to women.

Competitiveness assessment:

- AgriFUTURO did a comprehensive agribusiness competitiveness assessment, where a number of constraints were identified namely:
 - High costs, unreliable logistics and high taxes. In the fruit value chain the fruit fly restricts internal and external transports. The project considers that these constraints affect both men and women equally and thus were addressed without further gender analysis.
- The Agribusiness Commercial Legal and Institutional Reform (AgCLIR) study was an important contribution to discussions on Mozambique agribusiness competitiveness:
 - The AgCLIR report⁷ provides more than 50 recommendations to improve the agribusiness sector in the country and lay the foundation for increased openness, productivity and competitiveness in the agribusiness sector through dialogue, analysis and action.
 - Prior to conducting the AgCLIR assessment, the AgCLIR team received training which included ways of integrating gender constraints into the assessment. The report included a section specific to gender.
 - From the fifty listed recommendations only one directly addresses gender equality constraints: “Improve the conditions for women in Mozambique’s labor market” which is listed as a high priority for all stakeholders on the short term. Other recommendations like promoting mobile banking facilities also contribute to creating a better enabling environment for women.
 - The report also noted that Mozambique has a largely positive legal framework supporting women’s rights. However, implementation of this legal framework is weak. There is general lack of knowledge and little access to legal support.
 - Although women are important as traders in the south, in the north, however, men dominate trade in agricultural products. “The more commercialized the crop, - according to one observer, - the fewer women involved.”The report presents good suggestions to improve the business environment for women. A quote from the report:

“...One area that is ripe for special focus is business development services oriented toward female entrepreneurs in the agriculture sector. It has been shown in other countries that women-focused, relational (as opposed to transactional) business support services provide: nascent women business owners with confidence and counseling; new women business owners with important management skills; and growth-oriented women business owners with contacts, compatriots, and new market opportunities.”

The identified gender based constraints and suggestions in AgCLIR study provide a good basis to further gender equity in agribusiness. Some suggestions are integrated in the recommendations chapter of this assessment.

Development of Agribusiness Associations:

⁷ AgCLIR Moçambique Reforma Comercial Legal e Institucional no Sector Agrícola de Moçambique Agosto de 2011 www.abtassociates.com/Impact/2011/Improving-Mozambique's-Enabling-Environment-for-Ag.aspx

AgriFUTURO has been working actively with two value chain associations: Fruticentro and Aicaju. Fruticentro is a fruit value chain association of the central zone of Mozambique. This association promotes a collective approach to develop the fruit sub-sector in the Beira corridor. AICAJU is a cashew value chain association and is highlighted as a case study on women participation in the cashew industry association in BOX I.

As per the first work plan, AgriFUTURO should have assisted these associations to represent women and address their issues. As mentioned above, the main strategic position has been that the issues at stake are equally important for men and women and the latter have equal access to the associations.

Box 1: – The case of AICAJU - Women Participation in Cashew Industry Association

Cashew processing industry, traders, government institutes and cashew producers are represented in AICAJU, the Cashew Industry Association. The AgriFUTURO project supported the development of AICAJU's organizational capacity to lobby, to bring issues affecting the cashew value chain association under attention of policy makers and advocate for its inclusion in the national policy reform agenda. Additional tasks include integration of the producer associations and forums and the cashew industry. Two technical staffs were employed by AICAJU with project support.

Women representation: Women are represented in AICAJU as members Cashew producers associations and forums. Out of 2500 members of 11 associations supported by AICAJU, 837 are women.¹ Amongst these women some 30% are tree owners, in general widows or nieces who inherited the trees. Many married women do not participate in AICAJU meetings with cashew producers when their husband is the official member. The majority of the women are linked to a forum (85%). 19% of the women (159) are members of the boards (*Mesa de Assembleia, Conselho fiscal e Conselho de Direcção*). They function as presidents, vice presidents, secretaries, treasurers and councillors.

Women participation in decision making processes of AICAJU is limited: AICAJU technical staffs witnessed the participation of maximum 2 women per half yearly meeting where challenges are discussed and decisions are taken.

In line with the scope of work, the team looked into the place of men and women in the cashew value chain. In short, women are found at the production level and are most active in the cleaning and the harvest (picking). Men generally lead pruning and spraying. After harvest, the family decides how much is for consumption and how much will be sold. Women control the cashew for consumption while generally the men negotiate and control selling.

A lack of policy and strategy to increase women participation and to facilitate representation of women producers in AICAJU was noticed. No value chain specific analysis was used to discuss gender constraints with AICAJU. Regular internal project meetings discussed progress on sex disaggregated indicators but rarely used the opportunity to discuss how far progress was made on gender equity and female empowerment.

The staff members confirmed that the linkage between processors and producers, facilitated by AgriFUTURO did lead to an increased market access, higher minimum price, an improved and more direct relationship between the two sides and more cashew production. Also, 34 women were trained as promoters to inform and sensitize other women. Analysing this case, demonstrates that increased female representation in producer associations, their participation in production training combined with work on gender division of labor will enable more women to take leadership and management positions in the associations and thereby become eligible as a representative to participate in the value chain association.

Gender capacity building and empowerment activities:

Under this heading AgriFUTURO supported participation of women entrepreneurs and women's organizations in national and international events. In total the project supported 42 events. The following activities were targeted at entrepreneurial women:

- **2011:** Ms. Judite Macuacua participated at the AgriBusiness Forum entitled “ Engaging the Private Sector for Africa’s AgriFood Growth”, 16-19 October, Johannesburg-SA – Financed by USAID;
- **2012:** Ms. Judite Macuacua participated in a Symposium in Washington DC, entitled “Advancing Food and Nutrition Security” at the G8 Summit – Financed by USAID;
- **2013:**
 - Ms. Macuacua present for the first time in the 6th edition of the International Fair organised by the Association of Korean Inventors, Innovators and Entrepreneurial women, 1 to 8 May in Seoul, South Korea where she won a silver medal and was attributed a certificate of recognition by the Republic of Macedonia.
 - Ms. Macuacua received a grant as well as technical assistance to build a small processing unit in Mutivasse, and a selling point for her products in Nampula ;
 - Ms. Macuacua, financed by USAID/AgriFUTURO, participated in the launch of the Mozambique chapter of WASAA, Women in Agribusiness in Southern Africa.

Outreach to women

The project intended to conduct explicit outreach to women in producer and business associations.

Many of the questionnaire responses indicate that no specific strategy to reach both women and men was developed. Nonetheless, the different implementing partners’ project methodologies encourage female participation through participatory approaches (support builds on local knowledge and involves members at all stages), and directing extension activities and training to both men and women. Association members are sensitized to welcome women in their activities and decision making bodies. Throughout the report some limitations to this approach are elaborated upon.

AgriFUTURO by numbers

AgriFUTURO has a set of useful indicators disaggregated by sex. The main indicators are listed below including a reflection on their use:

- **Number of new jobs created, occupied by men and women:** This indicator combines seasonal and permanent jobs. No analysis is shown whether men and women move up to permanent jobs from seasonal employment and how they are spread over technical work and production labor.
- **Number of rural households benefitted** (e.g. with seeds, good prices, new technologies) divided in male and women headed households: This indicator provides information on access of men and women to the benefits of project investments in new technologies, market linkages and alike. However, it was not clear whether all households stated under female are female headed and controlled. An analysis should be done to identify what intervention and new technologies are directed at male households and what at female headed families and whether this led to increased income and agribusiness.
- **Firms and producer organizations assisted through the project:** These data enable monitoring progress in project outreach to women, percentage of loans allocated to women and how this compares to loans allocated to men.

- **Use of new technologies and management practices:** Is measured by increase in hectares farmed, number of organizations and farmers applying them or benefitting from them. To get insight in effectiveness of project activities, the data should detail what new and improved technologies are in reach of men and of women. Do they have equal access to mechanization or processing? Based on the questionnaire and the group value chain analysis (see above) women seem to have mainly access to improved seeds and production methods.
- **Number of female and male members of cooperatives and producers organization:** An important indicator of presence of women and men in the farmer organization. Combining the result with data on participation of women in management and boards and at what positions, provides further insights and lessons on the integration process of women at all levels of organization

TABLE 1. EXAMPLE OF DATA SELECTED FROM THE AGRIFUTURO PMP (PROGRAMME MONITORING PLAN) ON SOME SEX DISAGGREGATED INDICATORS

<i>Indicator</i>	<i>Beneficiaries in Q1 of FY13</i>		<i>Beneficiaries in FY12</i>	
	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>
New jobs created	19,471	13,630	18,286	9,039
Rural households	46,393 (70% of target)	28,496 (41% of target)	63,960	68,366
Value of agro-credit (in US\$)	\$ 645,203	\$ 23,041	3,893,400	17,085
Hectares for improved technologies⁸	44,043 ha = 124%/target	18,766 ha = 124%/target	31,221	13,161
Farmers using improved technology	37,812	16,449	72,936	42,242

Source: AgriFUTURO, August 2013

No evidence was found that these numbers are deeper analysed from a gender perspective to inform the decision makers and to measure effective outreach to women and men. Section V proposes a methodology to define gendered indicators in a way that facilitates analysis of changes over time and in comparison with men.

Above the main achievements and challenges in relation to agribusiness environment and gender targets were explained. The next subchapter looks at gender and agribusiness development service.

⁸ Improved technologies like mechanization; using inoculants and application of one or more improved management practice

COMPONENT 2: EXPAND AND STRENGTHEN AGRIBUSINESS DEVELOPMENT SERVICES

The project envisioned women's associations and entrepreneurs to actively participate in Agribusiness development services. To this end, AgriFUTURO is promoting two approaches:

Farmer-owned service centers (FOSCs):

Provide services to members or associations that belong to, or own, the service center. Under this approach the project has supported in Manica 5 FOSCs and in Zambezia and Nampula each 4 FOSCs.

TABLE 2. NUMBER OF FOSC AND FOSC MEMBERS, IN BEIRA CORRIDOR DURING APRIL – JUNE, FY13

Name of the FOSC	Member Sex		Total	# Associations/clubs
	M	F		
Barué/Manica	3.565	856	4.421	103
Dombe	520	359	879	32
Mossurize	864	170	1.034	39
Total	4.949	1.385	6.334	174

Source: AgriFUTURO, July, 2013

TABLE 3. NUMBER OF FOSCS AND FOSC MEMBERS IN NACALA CORRIDOR DURING APRIL– JUNE, FY13

Name of the FOSC	Sex		Total	# Associations
	M	F		
Nampula Province:				
SANA Associations	11, 472	7,914	19,386	721
SANA Cooperatives	243	59	302	17
IKURU	2,786	1,540	4,326	133
AICAJU	6,202	2,919	9,121	11
Total	20,703	12,432	33,135	882
Zambezia Province:				
ADRA Associations	1,490	1,960	3,450	11
FedaMoz	869	359	1,228	55
Associações da Alta Zambezia (which includes Prosoja and GATES Associations)	6,339	3,891	10,230	140
Nicoadala-WV Associations	55	26	81	3
Total	8, 753	6, 236	14,989	209

Source: AgriFUTURO, July 2013

Agribusiness Service Clusters (ASCs):

The AgriFUTURO ASC approach is designed to strengthen the competencies and strategies of local, regional, national and in some cases international stakeholders to develop and support local “agribusiness clusters”. These clusters comprise farms, firms and business development and financial services, and are targeted at specific commodities value chains and market “segments”. Results of the project up to date: 6 ASCs in Manica, 4 in Zambezia and 5 in Nampula Province.

**TABLE 4. NUMBER EMERGING FARMERS AND PRODUCERS REACHED BY ASC'S
BETWEEN APRIL-JUNE, FY13**

Location	Number of ASCs	Sex of the producer	
		F	M
Beira Corridor	6	5	31
Nacala Corridor	11	1,871	4,099

Source: AgriFUTURO, July, 2013

Both Agribusiness Service Clusters and Farmer Owned Service Centers support between 40 to 60% of women. However, interviews showed that the percentage of women present in decision making bodies, in training sessions and commercialization are noticeably lower than the percentages of women members mentioned above. According to staff, women are incorporated in particular in weeding the harvest, threshing and packing produce in sacks. Most of these jobs are seasonal and by task. They are the lesser paid jobs.

According to the enabling environment AgCLIR report, only 30% of people attending vocational and agricultural schools are women. They encounter constraints in mobility through marriage and domestic responsibilities and are a minority in extension work. Very few female extension agents are present in the agribusiness service clusters. The Agribusiness Service Centres, ASCs, confirm they work only with male technical staff. Yet, many need women for majority of the farm labor, and have an interest to see technical guides are disseminated and applied.

Support to women entrepreneurs:

AgriFUTURO is supporting individual agribusiness entrepreneurs and companies through its grant program as well as through facilitation of loans. Two out of 19 grantees are women. The two women recipients of a grant are from Maputo and have honed their entrepreneur skills in Nampula. The culture in Southern Mozambique is more conducive to women developing a commercial business. Especially WISSA (see below) prioritizes employing local women to transmit skills and insights.

The overview of March 2013 AgriFUTURO M&E report states that the grants provided to the two women totals US\$17,000 out of a total of US\$ 862, 626 expended on grants, or just 2 % (some grants went to men but benefited women).

Following some examples of support of women entrepreneur's activities:

WISSA: Ms. Judite Macuacua, the owner of WISSA⁹ (which stands for resting in Macua, the local dialect of northern Mozambique) received support to design and construct a sales outlet for selection of cassava processed food products in Nampula city. Her vision is to promote Mozambique's cuisine, nutrition and also to save her customer's processing time-particularly women working outside the

⁹ See success story in annex E

home. AgriFUTURO supports this enterprising widow who already had prior experiences on a foray of initiatives. In the meantime she had continued her own local production of cassava produce. In 2011 she started with oilseeds (groundnut, sesame) with technical support from AgriFUTURO. She employs 11 workers of whom 10 are women. She also makes provision for sale of cassava for a number of smallholder farmers.

GRAMITER: Gramiter is the amalgam of the words “*Graos da Minha Terra*” (Grains of my Land) a company formed and run by Maria Nhantumbo¹⁰. Founded in 2009, the company is into agro-trading with associations and sells to a largely women owned and operated group of buyers. In 2011, she bought 60 hectares of land in Muriaze and government made available another 240 hectares. She contacted AgriFUTURO to support her dream journey in farming by getting a tractor. In future she hopes to acquire a manual shelling machine. Maria employs many women as seasonal laborers and helps them by providing guidance on nutrition, hygiene and farming.

ACOF : A Seed Production Company managed by Olinda Fondo¹¹, works with farmers’ associations formed by ADRA (Adventist Development and Relief Agency) in Zambezia Province. Her company was identified as a potential Agribusiness Service Cluster to receive a grant for the installation of a fruit processing factory but her candidature was not honored as the project had already entered in its final phase and ACOF process was in pipeline. Nonetheless, ACOF received technical support for a business plan, a viability study for the food processing factory and support to improve seed production. AgriFUTURO also facilitated a loan with BOM (Banco Oportunidade de Moçambique).

NOSSARA: The women soya production and processing cooperative Nossara¹² in Ruace was facilitated by the American Embassy in its business plan and in obtaining a grant of 5.810 USD. The 12 women (1 widow, 1 single and rest are married) who individually were farming and processing 42 ha of soya joined their businesses and are now building a warehouse where they plan to process derivatives of soya like cakes, milk etc. The women were motivated to start their own co-operative to ensure they did not lag behind their male counterparts. They also increased their regular savings with the revenue earned from soya “because when the money is in the house it is difficult not to spend it”. Analyzing the findings on support to women entrepreneurs, claims there are few women entrepreneurs considered champions within this program. Due to the program approaches and selection criteria there seem to be less openings for potential women entrepreneurs to benefit from the project. The GALS approaches can assist the program to create an environment more conducive to have women come to the forefront.

Job creation:

An important indicator under this component 2 is the number of jobs created. AgriFUTURO backs job creation through their support to the growth of agribusiness companies, improved access to financial services and increased field sizes and yields of Forums and Farmer Owned Service Centres (FOSC). In first Quarter of 2013, a total of 13.630 jobs were created for women against 19.471¹³ for men. The data does not separate seasonal and permanent employment, nor the type of employment.

Based on the data, it is difficult to analyze whether women and men have managed to increase their activities at different levels of the value chain and whether they have been able to considerably increase their family income and apply it to improve family well-being. Constraints around this will be discussed below.

¹⁰ See annex F for success story of GRAMITER

¹¹ ACOF stands for Agricultura e Comercialização de Olinda Fondo

¹² See annex G for history of Nossara

¹³ Quarterly Performance Indicators Report January-March 2013

Some of the jobs created due to increased land areas and yields might be lost again when the machineries procured under the grants will become operational at ASC and FOSC level. Programme subsidized mechanization of peeling, sieving, picking and packaging might specifically reduce the employment of women in activities related to land preparation, but women are given other jobs. In return the programme could consider other alternatives like introducing these women to small processing or commercialization of processed products in FOSCs or linked to ASCs.

The as per the first AgriFUTURO work plan foreseen fifty per cent of funding to ASCs allocated for women-owned businesses or for consortia in which fifty percent of the businesses are women-owned have not coincided with our findings and will need different strategies, to be discussed later in the report.

COMPONENT 3: BUILD LINKAGES TO FINANCING SERVICES FOR AGRIBUSINESS DEVELOPMENT

Limited access to finance and credit is a serious constraint for agribusiness in Mozambique, both for men and women. However, women encounter additional constraints. Therefore within component 3, Building Linkages to Financing Services for Agribusiness Development, the project raised awareness amidst financial institutions to create different, more accessible financial products by meetings, conversations and providing general information. The new *Banco Oportunidade Moçambique* (BOM) has responded positively to the project efforts. However, this is not a specific response to increasing women's access to credits.

Facilitating credit and loans:

Several ASCs, emerging farmers, cooperatives and Forums were facilitated to obtain loans from *Banco Terra*, and *Banco Oportunidade Moçambique* (BOM) who provides commercial loans to traders during the harvest and sales season for grains and oilseeds; and Standard Bank. Private companies like OLAM, Sunsmile, IKURU, and FDD, have also provided credits.

"FinAgro" and new funds like "AgDevco" as well as credit through ASCs are designed to reach different categories of farmers. Women's main access to these loans and grants is through their membership of the cooperatives and forums or as individual emergent farmer organized in groups for bank credits. In 2013, 17 women got individual access to credit.

AgriFUTURO supports clients in elaboration of business plans and linking them up with most suitable funding. AgriFUTURO accompaniment augments probability of financing. Within AgriFUTURO project Agribusiness clients and financial officers are requested to identify eligible women yet, without strategy or policy to guide them.

Analyzing new funding opportunities, FINAGRO considers gender inequality and encourages female entrepreneurs to apply. The programme provides grants to small and medium enterprises, associations, cooperatives, working in agriculture. Criterion for approval includes a contribution of minimum 30%, guarantee of technical assistance during the project and legal registration. Finally, grants should not just benefit an individual beneficiary. Only few women entrepreneurs or groups respond to these criteria, obliging them to group with men. However, as mentioned before, in mixed cooperatives and forums women are not well represented in decision making spaces.

AgDevCo¹⁴, a not-for-profit distribution agricultural development company investing "social venture capital" seeks to design and invest in businesses that incorporate opportunities to maximize improvements in household welfare by supporting women farmers and women entrepreneurs.

¹⁴ http://www.agdevco.com/about_us.php

Potentially an interesting partner in the project, their website does not reflect on how they seek to reach those women.

Targets on agricultural loans:

AgriFUTURO 2012 overall targets for agricultural loans "Backed by DCA (Development Credit Authority)" and without DCA were largely met: target \$2,764,552 versus realized \$5,540,936. Sums lent to men exceeding planned targets by 170% on average. This is in stark contrast with the amounts lent to women. In 2012 this was 0% and in the first quarter of 2013 it went up to only 1%. Not DCA backed loans to women were both 3% of target and 3% of the total loans.

In the M&E report the team mentions that the reason for this is that "most clients are men and the few women in the group do not qualify for loans, unless acquired through the association, which are predominantly male led."

Actions undertaken to make women eligible for loans are mainly to support business planning and financial management training. The project does not have any specific strategy to identify women who are credit-worthy, communication strategy to disseminate financial plans, or specific selection criterion to decide on loan recipients. "All our potential clients are to benefit from the financial component; however the majority of the beneficiaries are men."

4.2 CONCLUSIONS ON THE GENDER TARGETS FOR AGRIFUTURO

The AgriFUTURO components have targets defined for contributing to gender equity and female empowerment. Many targets were not fully met. The consultants did find little evidence of actions taken and implemented to counter the problems. Ideas were launched like the grant-fund gender strategy and discussions with financial institutions on accessible inclusive products, but not fully realized or sufficiently backed by internal policies.

Most strategies seem based on the assumption that provision of inputs, equipment, loans and jobs will impact positively on gender relations.

The project should strive to understand men's and women's roles and relationships taking into account power relations and influence of cultural norms, and look for ways to challenge them, including men and women in the definition of the problems and the solution.

Articles 15-19 of the SADC protocol on gender provides for the equal participation of women in economic policy formulation and implementation¹⁵. It reflects the Mozambican government's commitment. AgriFUTURO could have increased its contribution to the realization of the SADC's protocol on gender for instance through the AgCLIR study follow up, gender equity studies and formulating, testing and reporting on innovative strategies.

¹⁵ www.sadc.in/documents-publications

5. WHAT IS THE IMPACT OF GENDER RELATIONSHIP ON PROGRAMME RESULTS?

As explained in the introduction of this section II, the assessment made use of several participatory GAL's tools to gather data at the production, market and household level to know where men and women are based in the value chain, where most value is added and how accessible markets are.

Issues around production and participation:

- At all levels of FOSCs, associations, and forums women put in most of the farming labor as well as the domestic work. School going children in particularly girls, also assist in household work. Producer organizations all confirmed they strive for women to participate more. Yet, little change is observed in the gender division of labor and most women still work up to 16 hours a day. Evidence of encouragement for both men and women to take on different roles at the household level is linked to programmes with specific objectives to this regard. Programme activities aimed at increasing the size of farming land adds to the women's labor. At the same time, additional income gained could be used by women and men to subcontract other people to work for them.
- Women who have been active members of producer associations for several years clearly show an increased capacity to intervene in meetings and participate in production planning. They display an enhanced capacity to voice their opinion on their situation along with suggestions to better their positions.
- Baseline survey by ORAM and the findings confirm that men, women in a polygamy, widows and divorcees have a greater participation in producer associations, forums and co-operatives. These women are more involved in the commercialization of cash crops than married women.
- An Education Centre NJERENJE is supporting students to get an on-hand experience from medium level agriculture education from ISPM. Development of business plan, access to money and coaching on production process are a part of the training. AgriFUTURO supports the project with equipment. In 2012, when the scheme was started, ISPM selected only male students for it. There is no programme policy in place that guarantees a certain percentage of female participation in such arrangements.

Issues around the household:

- Majority of the household income is generated from the cash crops. In male headed households the money is almost without exception kept and managed by the husband who gives small amounts to the wife for daily expenses of the family. In general the wife knows the value of produce taken to the market and she is consulted for planning how to spend the money.
- The fact that the project supports cooperatives and forums creates opportunities for these women to earn extra money through post-harvest activities. Money is paid to them directly but in most cases is handed over to their partners. But there are families who give freedom to their women to spend this income as they desire especially on family needs, clothing and telephones and transports. It also allows women to have more control in increasing their cultivated area by paying workers to help in cleaning and weeding. This often gives them a choice for their association with forums.

Box 2 : Case of Women First

A USAID funded project in Quelimane trained women on business skills to support their initiative of selling products of daily needs. Though they sell individually they have a group named “Warehouse” and have a joint responsibility to see that the value of goods taken by each individual member as a rotational – in kind credit for her business, is repaid. After a while the project replaced its in kind inputs by linking the group to a local retailer. With the money returned to the warehouse new provisions are bought.

The members are more successful when also involved in adult education and saving groups. In quite some cases, husbands have shown strong resistance to individual business run by their wives and that called for the mediation from local leaders. Interestingly, some of these women members use individually their profits to buy cash crops from the community and take it to the markets for trading.

While building business and negotiation skills within the group, the project enables women to have individual profits, which they can invest in other activities to maximize their resources.

- The issue of plugging and weeding with a hoe is present in all drawings and seems to be a priority issue to tackle in the project to liberate women from this physically straining activity and to enable people to expand their fields. The project intervention might alleviate this. However equipment has only arrived and financial loans to FOSCs have started. Therefore the effect has not yet been measured.

Issues around market:

After harvest farmers separate their produce into parts for sale and those that they store for family consumption. Most of the cash crops (cotton, soya, sesame, tobacco, groundnuts, beans and sometimes maize) are marketed by men unless women have produced them in their own capacity (female headed households or when they farm a piece of land) or through a women association. In the project areas commercialization is still male-dominated. Women use markets which are safe, nearby and easily reachable for direct needs. However products sold there do not fetch high price. But it compensates the travel time, risks of theft and can be easily combined with domestic responsibilities.

Many women who sell their own produce hand over incomes to husbands and lose most of the control over spending. Our case study findings show that it is possible to contribute to transform gender relations with the support of participatory empowerment activities. Providing valuable basic business understanding to women at producer levels can also bring in changes. Working with women groups like Nossara, *Mulheres Primeira*¹⁶ are examples in the project area. It is important that such activities empathize men to create a better awareness of opportunities of a win-win situation.

The project findings validate program’s strategy to facilitate the out grower schemes as they have a potential to provide more secure markets. Within AgriFUTURO agribusiness companies, emerging farmers and FOSCs are entry points to out grower schemes, agro-credit and inputs are conducive to reach a wider range of the producers. However, for women and men to have improved access more out grower contracts should be signed with women farmers and producers as well as increase the presence of women during the training and planning activities.

¹⁶ www.ird.org/our-work/programs/women-first

6. HOUSEHOLD APPROACH

The team explored the factors underlying the varying levels of participation and differing benefits from AgriFUTURO project activities for women and men. In that light, the team encountered three groups that show considerable improvement in gender relations. Both men and women claimed that respect for each other grew. Women have more control of planning and spending of the money. When asked what changed, they explained:

The men also recognize they were treating their wives badly. Before they would not leave any responsibility with the women, but now things are changing. “In the beginning that hurts”. They have stopped beating their wives, whereas before they would be used as “*batuques*”. When they now hear about a man who beats his wife he becomes an object of ridicule. The men now go sometimes to fetch water or firewood and cooks when his wife is tired, pregnant or busy at the forum or cooperative.

In the groups where changes in relationship and role patterns are visible, men and women speak freely and act together. Besides a long term input on production and association building, other organizations had interventions that focused on leadership, gender relations, task division, entrepreneurship, group processes and rights (from registration of birth, land, family law, amongst others). Also savings component contributed to the involvement of women and their interests to own small businesses. Similarly, adult education was mentioned as a pull factor to women empowerment. Examples of organizations that left an impact on gender relations in these groups are Akhilizetho, N’Weti and Kixiquila. In other areas other specialized organizations like Facilidade, Magariro are working who could add value to the project implementation.

For women to participate fully, they need to be enabled to an individual process of change as the basis for their active participation in a group. Targeting households as the main unit to promote development by increasing women negotiation skills in household decision making, providing space for men and women to develop new ways of organizing and valuing existing activities, in the end impacts on her participation in public life.

When that is not achieved women tend to delegate power to the men since they do not see themselves as decision makers.

Also, a staff member mentioned that “To give space to a woman has a lot to do with how secure a man feels”. Household based participatory methodology creates opportunities for women and men to recognize current injustice and build on shared parenthood and joint contribution to improved well-being for the family.

The above results are very interesting and serve as a basis of recommendations to AgriFUTURO. One important take away from these findings is the possibilities to enhance complementarity with other organizations working in the same areas with the same target groups.

Land issues and gender:

Entitlement to land is both a legal and cultural challenge, the latter in particular for women and other vulnerable groups.

Due to the investments of AgriFUTURO and others, the value of the land increases and attracts more economic possibilities. Demarcation and legalization become important to formalize the rights of the individual or the group over the land and to increase bargaining power when investors become interested in the same land.

People who were interviewed confirmed that the existing laws and policies are good. The constitution

itself safeguards right for women and men alike. The land law gives the “Rights of Use of the Land” to all having a title or working and occupying the land for a minimum period of 10 years. Furthermore, the community consultation processes allow land to be allocated to individuals and collective groups within the community as well as economic investors from outside. The main difficulties are encountered in the implementation of the policy and the laws.

The baseline survey conducted by ORAM,¹⁷ Nampula confirms the importance of marital status of women to participate in community consultation and planning of land usage. It also asserts that gender is associated with high insecurity to own land.

The particular policy issues brought forward are:

- Ability to register a joint titling of DUAT¹⁸ : Currently DUATS are registered only in one name. A married woman is not represented in the title to the land used and benefited by her and her husband. As customary rights to land tenure are unfavourable towards women, the joint titling can mitigate women’s vulnerability.

However, women’s vulnerability is different in matrilineal societies in the Northern parts of the country where many times men and women according to customary rules inherit land from the mother, or the mother’s line. The NORAD study proposes therefore that “especially with regard to how matrilineal norms and practices in northern Mozambique structure current land tenure arrangements and negotiations there is need for more, better grounded, research-based knowledge.”

- High costs of the registration process including information dissemination, the community consultation, the measuring and the registration itself. There is a need to lobby for reduction of the costs to cover the entire process as well as joint effort by government, donors as well as implementing partners to inform people about the land laws and their rights. Suggestions were forwarded that land rights should be disseminated together with family law as a part of mass communication.

Positive lessons can be learned from the work done by funds and organizations like ITC, ORAM, CTV , Forum Terra on disseminating land laws, registration and development of economic activities for the use of the registered land. An interesting example is the experience of CLUSA in the Pro-soya project along the investments by AgriFUTURO to enable the producers to increase their income and develop their business further.

At the same time, reality has shown that rights provided for in the land law are not always respected. In the case of *Hoyo Hoyo*¹⁹ , squatter rights of both men and women working on the land for over 10 years were put aside in the interest of a foreign investor who did until now not live up to its promises for the use and development of the land it was granted. However the displaced small soya farmers had been supported since 2008 by CLUSA.

Another unwritten barrier is the “cultural and traditional” norms. Access and control over land and resources is also highly gendered and determined by position within kinship networks, patrilineal and matrilineal communities and other personal characteristics like age, ethnicity, proximity to family heads

¹⁷ ORAM Nampula in May 2011 surveyed 410 people and 236 people in groups. Out of these 45% were women and 55% approximately were men.

¹⁸ How to support women’s land rights in Mozambique? www.norad.no/en/tools-and-publications/norad-reports/publication?key=390188

¹⁹ Soya boom in Gúruè has produced a few bigger farmers: Hanlon and Smart 2012 www.open.ac.uk/.../Soya_boom_in_Gurue_Hanlon-Smart

etc.

Interviews and the research conducted show the need to establish a broader empirically grounded and research based knowledge on cultural norms and practice. The Norad report 'How to support women's land rights in Mozambique' mentions that research may be one of the preconditions for achieving a better management of "the 'interface' between customary and formal systems".



Forum Facana, Moma district. August 2013

Centro Terra Viva is currently implementing a pilot project in two communities in Catandica District – Manica Province where they combine a research on contradiction between customary norms / practices and constitution. They work with the community to create an awareness of unconstitutional practices. 40 women will be selected to get their DUATs as the project works to overcome male resistance for it.

Gender equity and the organizational level:

Below some organizational aspects are presented that in the opinion of the consultant have been important in the achievement of the project's gender objectives.

- Out of 14 questionnaire respondents in AgriFUTURO, only 5 had participated in gender training (3 of them are newly recruited). Interviews and questionnaires indicate AgriFUTURO did not provide staff with specific gender training or approaches towards gender sensitization. However, employees expressed their worries on how to reach expected results like number of women participating as entrepreneurs or emerging farmers or financial support to women.
- Most acknowledged that they are interested in gender equity but unaware of approaches to do so. The first challenge is to break their own barriers. For them the core issue is "women should participate more" and many understand gender mean the same thing as women. Unconsciously the existing gender relationships are reproduced. Several staff members indicated that they do not perceive activities targeted exclusively for women contribute to the overall objectives of an agribusiness program.

In this photo we can see how men are seated on chairs closest to the visitor where as women participants found their places on the ground. Several mentioned that this had to be accepted because this is the custom.

Similarly in the meetings the staff and the women readily accepted when the leaders emphasized that Portuguese would be the language of discussion. In reality, most women and some men felt more at ease with the local dialect. Men on chairs, Forum Facana, Moma district

- Within AgriFUTURO there are 14 women and 27 men staff (34% are women). 2 out of 7 decision making positions (including co-ordinators) is occupied by a woman (28%) and nobody in technical program position. However, there is one woman who is a technical staff at field level contracted by a different project. It should be noted that for two years AgriFUTURO has a female Chief of Party.

In AgriFUTURO most women are in administrative and financial responsibilities. This reflects that

existing division of staff in their responsibilities along with lack of gender policies; do not challenge the project enough to come out of the situation. A respondent explained “Its USAID and Abt Associates policy not to discriminate on the basis of sex, race and social conditions etc. Thereby, all recruitments are based on required qualifications of the positions, but encouraging women candidates”. The recently started CLUSA PROMAC Project brings in women staff and expertise as per their project design (quota) to the joint office premises this may be illegal in some cases.

- The gender focal points nominated in each project office, mainly M&E officers, are not yet trained to respond to their new task and in need of a clear description of this new responsibility.
- The responses echo that the project has to show results in agribusiness according to the indicators. To achieve the desired result areas means working with farmers irrespective of their gender. This shows that the program do not have any gender equity policy in tandem with agribusiness strategies and does not link with the queries posed in Scope of Work.
- At a certain stage in the project an amount was allocated to support women entrepreneurs and associations. Unfortunately, as stated in the October 2012 work plan the amount earmarked for developing gender strategy was made available for other activities. Equally no funds were timely allocated on the development of a gender policy, gender training and appropriate relevant approaches. The project proposed a gender advisor but she was not approved by USAID.



Farmer cooperative in Netia, Monapo district. August 2013

AgriFUTURO program collaborates with a wide range of organizations both public and private including other donors, to achieve the results of increasing competitiveness. M&E team endeavors to abide by a gender equitable data collection by keeping to disaggregation of data by the sex. This prevents clarity to where the women farmers are, their access to; their control over finances and their respective positions in the value chain.

A clear need for guidance was voiced by staff. Many indicated they are motivated for training and need guidance for strategic actions and policy changes.

The main challenges encountered in the activities around participation of women at technical program level, decision making level and access to certain opportunities seem to hold for the project structure as well.

Information sharing and accountability seem directed to respond to project targets and donor accountability and not always to facilitate reflection and change.

7. CONCLUSIONS AND RECOMMENDATIONS

The AgriFUTURO project has reached large numbers of women and men producers through their work with producer associations and forums, farmer owned service centres, cooperatives and Agribusiness Service Clusters.

Studies realized under the enabling environment component, have included certain degree of gender analysis which can be furthered in the future and recommendations done can inform new interventions. In section III the AgCLIR research is given as an example.

Some women champions were identified and have been facilitated exposure at national and international events, and financial and material support for development of their businesses. These activities and publicity have been valuable for the project. A higher number of women champions would have given more visibility to the economic empowerment work, and been an inspiration to other women clients and staff members.

The development of agribusiness associations was found to be most inclusive. Many women are members of farmer associations or their husbands are, which gives them (indirect) better access to improved seeds, information and application of new technology and production methods to increase productivity and income per hectare, processing and market. However, as the findings show, women are still underrepresented during training, as promoters or contact farmers, in the boards and management of the FOSCs and therefore at decision making level. Besides, in general increased fields and productivity also increases the workload for women if not accompanied by machinery for cleaning or processing and with a guaranteed market so families can hire extra work force. The findings show that the order and timing of the interventions are important for the realization of the gender results. In this project synergy and connection between different aspects of economic empowerment and agribusiness are best achieved at the agribusiness associations and cooperatives.

Data show that emerging farmers with larger scale production and individual grantees have been mostly men. It is our understanding that to change this situation more women, including married women, need to have an opportunity to demonstrate their potential. Underlying barriers at business, association and household level are not sufficiently addressed by current activities.

The AgriFUTURO business approach as such does not reach the percentage of women intended as they are underrepresented in agribusiness. To reach interested and entrepreneurial women requires a variety of approaches and activities of which examples are mentioned in the recommendations.

This section will further conclusions of the gender assessment by presenting missed opportunities during project implementation, main lessons learned and recommendations for the future. Before entering into detail, a short reflection on two main approaches to work gender will be discussed in relation to AgriFUTURO.

WID VERSUS GAD GENDER AND DEVELOPMENT

Two main approaches to work gender can be defined as follows (DFID 2000):

The WID (or Women in Development) approach calls for greater attention to women in development policy and practice, and emphasizes the need to integrate them into the development process	In contrast, the GAD (or Gender and Development) approach focuses on the socially constructed basis of differences between men and women and emphasizes the need to challenge existing gender roles and relations
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At this moment the AgriFUTURO project is focusing mainly on Women in Development, which is reflected in the gender issues prioritized in the project, the indicators used and the activities in the field: it aims to:

- Increase the number of women participating in economic activities and economic associations;
- Provide access to inputs, training and financial resources; and
- Empower women through access to training, technical assistance and events.

This is a very relevant strategy, which can be made more effective and sustainable. Little attention goes to uplifting gender constraints, monitoring how economic gains are invested or how the economic activities are integrated in family life, including personal safety. Who decides and who controls.

The team found no evidence of questioning existing power relations. Findings show that project staff is motivated to promote economic participation of women but at the same time most interviewed staff indicated to be unsure how to question customs and traditions in a way which is acceptable for the community and for them. In some cases, unintentionally activities seem to have (temporarily) strengthened the power of men in detriment of the women in the organizations or families supported. If sustainable change is to be achieved, there is a need to bring the gender work to a different level.

Looking at the most prominent implementation strategies, AgriFUTURO has a strong focus on female economic empowerment. Yet, as gender integration (mainstreaming) in programs and organization is not strongly developed, the support structure and in-house knowledge have been insufficient to enlarge the scope of activities and to reach the desired number of women to participate in business training and to be supported in their entrepreneurial activities.

Mainstreaming gender equity into existing activities and enhancing affirmative action to support women and men can bridge the gaps.

Most loans are linked to cash crops and provided to large farmers. As women are rarely at the front in cash crops and are not well represented in the cooperatives and FOSCs, they have limited access to mechanized equipment because of its high cost. In combination with their domestic responsibilities these pose as barriers to develop as emerging farmers. At the same time it is commonly recognized that in the project area women do most of the farming and when they are selected for technical support and credits they generally perform well.

There is a dire need to support women's economic advancement by developing a policy to reach more women: there could be a specific product including business training and technical support for women producers, even if they currently farm 1 to 4 hectares only. Husbands could be involved in training and in assenting to the women's business plan to avoid interference in the management of the loan.

Also, equitable participation could be fostered in training sessions by setting quota for the "trainers of trainers" sessions, increasing the number of women directly involved and increasing their chances to become emerging farmers.

Results measurement should focus on different level targets and on numbers reached in combination with monitoring and measuring change at household level, in organisations and at all stages of the value

chain. A combination of monitoring tools might support the project to measure different aspects of change.

Many staff has shown genuine motivation and intention to work on gender issues, empowering women and making women and men participate equally. Many clients and farmers are motivated as well, however this is shown insufficiently to challenge and adapt the project activities and their implementation. All stakeholders are part of a patriarchal society that influences how men and women are viewed and valued. The project has not paid specific attention to address those views and values that hamper women's economic participation and inclusive agribusiness development. The project will need to invest efforts to make all those involved belief in this opportunity to contribute to a changed, more equitable reality.

8. MISSED OPPORTUNITIES

The assessment team identified moments and activities in the project design, implementation and monitoring, which provided opportunities to advance gender equity and women empowerment. Most of the missed opportunities listed below, refer to policy and strategy development or introduction of gender specific actions and quota.

- The programme was designed on the basis of results of the EMPRENDIA project. No baseline survey and value chain mapping were conducted nor a gender analysis to inform the new project team.
- No gender element proposed in component 4 of the project "Increase and Strengthen Public Private Partnerships". For instance, companies' agribusiness interests and corporate social responsibility commitments could have broadened gender equity agendas.
- The programme budget could have allocated a sum for pilot initiatives and launching of more female champions.
- Most support provided by AgriFUTURO is linked to areas of decision making by men. These are also areas where most value is added. Equipment provided like threshing or sieving machines and tractors have the potential to reduce women's hard labor. However, women's access to these services as members of producer associations is limited. For women and men to have equitable profit of the project's interventions, women need to increase their access to the currently male dominated value chain activities.
- No policy or strategy was developed within the project component or within AICAJU to increase women-participation at all levels. No value chain specific analysis was effectuated or used to discuss gender constraints with the staff allocated to AICAJU.
- During the project tenure, 47 Memoranda of Understandings were signed with partner organizations, institutions, and private sector and alike. For example, a synergy? on gender could have been created in these MOUs and with other actors.
- Studies and other STTAs (Short Term Technical Assistance) seem not to have had a gender focus in the scope of work, consultants' profiles and their final products. This could have been a way to get recommendations and actions to bridge existing gaps.
- Within the project set up there are often regular consultations amongst staffs. Yet most interviewees indicated there was little discussion on gender issues beyond the sharing of gender-disaggregated data and, at some levels, on how to increase the number of women participating in activities. These moments provide opportunities to foster an inclusive and learning culture on

gender.

- In general, gender training would have provided a common basis for staff to work on the gender issues defined. However, the team considers a missed opportunity that Gender Focal Points when nominated were not trained for this purpose. Experience shows that promotion of gender issues by Gender Focal Points is more likely to be successful when they are knowledgeable, with well-defined and known tasks, and have access to decision-making.

9. LESSONS LEARNED ON WOMEN'S PARTICIPATION AND GENDER EQUITY IN AGRIFUTURO

Analyzing the findings against different principles and characteristics of gender equitable and competitive agricultural value chains, the team identified the following lessons that may be emphasized:

- **Lessons for future projects:**
 - Project support to Nossara soya processing women group consists of production as well as business inputs, creating their co-operative and access to a grant. These women are now aiming to have their own land preferably with DUAT. This will give them a voice and has upgraded them in the soya value chain to market level. This shows that a combination of supports targeted to women-only groups can help them take additional responsibilities and enhance capacity to negotiate with men.
 - Maize comprised in the value chain in the initial period of the project. Due to its low revenue generating capacity and productivity per hectare, it was taken out from the programme. However, women manage maize and cassava granaries, which gives them a better control on the nutrition as well as income at family level. Cash crops may not yield as per profit expectations, so support to cash -, as well as food crops can help in increasing women's income and household food security.
 - The findings show that time consuming physical labour in farming and in domestic activities, is considered a major constraint for women. Mechanization in private sector does not necessarily increase income opportunities of smallholder farmers where the majority of rural women belong to. The project implemented efforts to bring in new technologies for higher productivity and post-harvest activities through ASCs and in particular FOSCs. This should be continued to spare women from hard labour and increase their participation in economic activities.
 - A household based approach can help in the empowerment of women. As seen in the findings where groups interviewed during the field survey, both men and women had more conducive gender relations when working with organisations specialized in participatory methodologies.
 - AgriFUTURO's business-oriented interventions were received well where household based gender roles are changing. Many such women spoke about their increased participation in economic activities, and the consequent freedom to spend more on family needs as well as items like clothing, phones, etc. The lesson that can be derived is that when there were changes in gender roles within the families, economic interventions had a more positive results both on men and women.

- **Lessons for USAID, the team and implementing partners:**

- The project invested on identifying and negotiating appropriate rural financing products from several financial institutions and funds. Commercial loans and credits were facilitated to traders, ASCs, FOSCs and emerging farmers. These loans enabled them to obtain inputs for production and finance harvesting and commercialization of produce. Nevertheless, the number of women accessing these loans is very low, as a result of the absence of a strategy aimed at identifying potentially eligible women as well as women's groups, along with supportive financial training.
- Women are mainly positioned at the lower segments of the value chain and are predominantly involved in selling food crops at nearby local markets. Although, as observed in the findings, these markets are safe and easily reachable, they do not provide a lot of capital value. Whenever AgriFUTURO secured a potential buyer for the crops (like the World Food Programme for maize) it has ensured additional income for these women sellers, and enabled them to increase their involvement in commercialization of cash crops.
- Gender on the agenda of all stakeholders
- As mentioned in Section III, gender has not been integrated sufficiently in planning, MoUs, training, internal policies, etc. Most project interventions were directed equally to men and women. Many actors of the project were not sufficiently convinced of the gender component within the agribusiness objectives. The message is that gender equity and female empowerment needs to be on top of the agenda of the implementers and all partners in order to make it successful. The buy-in of both female and male staff members, subcontractors, STTA and partners is essential.

10. RECOMMENDATIONS

The findings of this assessment, and the missed opportunities and lessons learned presented above, form the basis of the following recommendations to AgriFUTURO:

- **Recommendations at programmatic and activity level:**

- To move from a Women in Development only approach, to a combined Gender and Development approach. To counter current uncertainties around working on gender issues in agribusiness, the consultants recommend to combine mainstreaming of gender equity and women (economic) empowerment strategies. This will require integration of gender equity and female empowerment objectives in each stage of the programme cycle, establishing internal policies, developing a variety of strategies, and budgeting for their realisation.
- Business environment development: It is recommended to translate the suggestions of the AgCLIR (Agribusiness Commercial Legal and Institutional Reform) study into action:
 - a) Fostering facilitated peer roundtable discussions, where members share business challenges and successes;
 - b) Providing specific growth-focused educational programming on such issues as employment law, building an executive management team, providing export promotion activities; exploring new international markets, serving on boards and commissions, and accessing growth capital;
 - c) Forming mentor-protégé relationships, perhaps between these women and counterparts in other countries where they would be the protégées, and domestic

mentoring programs where they would be the mentors;

- d) Organizing one or more international fact-finding and relationship-building trips for the leaders of women's business associations in the agriculture sector to meet and discuss areas of common interest with association leaders in other countries.
- Although this gender assessment did not look into the link between environmental issues and gender equity, the research for the AgCLIR indicates that "there is much to learn about the impact of environmental degradation of recent years (including land, air and water pollution, deforestation, and other problems) on the livelihoods of women." The team recommends a future project to further analyse the impact of environmental degradation in the project intervention areas, and - where appropriate - include actions to minimise the effect on women and men's livelihoods and agribusiness.
- Development of Agribusiness Associations: To foster equal participation in the farmer associations, a policy should be negotiated by AgriFUTURO to train at least 30% of women promoters, to promote registration of both husband and wife as members of the associations and to introduce a quota for participation of women in the value chain association meetings.
- There is a need for enhanced commitment from the project as well as other main stakeholders, to develop female leadership, and to maximize ongoing efforts by women to challenge power relations and cultural barriers that move women to the background.
- Innovation of the Agribusiness approach is possible through inclusion of a household approach in the project. This requires sufficient budget allocation and investment in creating capacity within the teams. It strengthens the vision on household economy as a joint family issue. Saving can be brought in as part of family economy. Implementing and monitoring AgriFUTURO activities in a participatory way would allow for transformation and learning up to the household level.
- Implement a policy that ensures a certain percentage of women participation in training. In addition, adapting schedules, organising care facilities for babies and small children, and providing meals could enhance an enabling environment for full participation of women.
- An equitable membership policy should be ensured to increase women presence in management positions. At the moment, men dominate management of most FOSCs and cooperatives, regardless of the number of women members. Thus,. A suitable policy on equitable training can aid in achieving this goal. Moreover, the conscious involvement of husbands and their wives in business planning and commercialisation activities will enhance inclusive management.
- By targeting more women associations and cooperatives, the project can provide for business skills and leadership development in an empowering surrounding.
- Reinforce partnerships with adult education projects and savings groups, and propose agribusiness information is to be included.
- Championing and showcasing successful and resourceful women entrepreneurship contributes to changing opinions regarding women in agribusiness, and to create local and national role models. Therefore, it is essential to increase the number of female entrepreneurs involved and benefitting from the project. These women champions can be positioned at different levels of the value chain to jointly learn from the constraints encountered and conquered.
- Taking into account that only 2% of the grant fund benefited women entrepreneurs, a policy

is required to aptly identify and benefit deserving women entrepreneurs, farmers and women co-operatives.

- Building on the experience of WISSA and NOSSARA, the project could support more women and cooperatives to develop products that reduce time invested in domestic work, enabling them to be more involved in business and other activities.
 - Cassave and maize value chains are important to be supported as per the role of women in these value chains. Besides, promoting focus on a mix of crops, the household food security is better served. Introduction of animal traction especially donkeys seem interesting contributions to reduce the women's burden of physical work.
 - It is recommended to AgriFUTURO and its implementing partners to develop a training programme to have more women TPCs (technician on Production and Commercialisation). Or a scholarship programme to allow for women producers to go to basic agricultural training. It is suggested to AgriFUTURO technical team to establish a minimum % of female staff to reach out to women producers and to function as role models.
 - Additionally, the project should consider increasing work with women farmer groups to increase their participation in processing and marketing. This can start with current crops like cassava, beans and maize. Moreover, women can start processing activities that enhance food security either within existing associations or as a cooperative.
 - Studies and pilot projects on customary land tenure and cultural barriers could be supported and results used to design or support activities to reduce those barriers.
 - Equally, the project could support initiatives of organisations that strive to create greater access of women to DUAT by advocating for both individual access and joint titling. The project can contribute to mass information dissemination on the land – and family law. Building on the CLUSA and ITC experience of land registration and facilitation of DUATs, the project can consider partnerships with CLUSA, ITC, ORAM, CTV, Forum Terra and Forum Mulher.
 - Public Private Partnerships are providing opportunity to include a gender perspective and to explore for instance companies' Social Responsibility agendas.
- **Recommendations at project organisation level:**
 - “Walk the talk” and starting gender equality and female empowerment from within strengthens transmission of our message and perception as partners in change. Most of the recommendations listed below contribute to this principle. Participatory elaboration of a gender policy covering organisational and programmatic issues could be a starting point.
 - The consortium comprises of organisations with long standing experience and strategies in gender equity and female empowerment. For instance, TechnoServe has experiences on gender analysis in other value chains and has developed gender training material for their staff. CLUSA has participated in a self-assessment and is implementing various projects with a strong gender component. These experiences could be capitalized within the consortium.
 - Apart from these, quite some tools and training materials (like GenderCLIR, GATE manual, GALS, ILO manual amongst others) as well as a new USAID Gender Equality and Female Empowerment Policy are available on the internet. These can guide AgriFUTURO and inspire its staff.
 - Quite some staff members suggested having a separate gender component. Although the Embondeira team sees the potential value, it could challenge / hamper gender equity

mainstreaming and leverage for change. Therefore, the team suggests a specific gender component for the first two years of a new phase of AgriFUTURO with a clear objective to support the leadership, technical and administrative staff to develop policies, strategies and capacity to further gender equity and female empowerment throughout the project and beyond.

- Use can be made of existing manuals mentioned above. Exchange with successful and innovative interventions and collaboration with experienced (women) organisations can strengthen internal expertise.
- Internal expertise is a key aspect to be developed within the AgriFUTURO project. Although a gender specialist can support the building of internal capacity, the team is of the opinion that the internal expertise should be developed at all levels. To create an enabling environment for gender focal points (GFPs) to be effective, they need clear description of their tasks, time allocation, capacity development and preferably agreed access to decision-making.
- The CLUSA PROMAC projects requirements have resulted in contracting of female staff to respond to quota established. Following this experience, it is recommended to establish a quota of female staff at decision-making, technical and field level positions.
- It is suggested that gender training for all staff be realised and included as a regular activity accompanied by internal reflections and regular evaluation of progress made.
- Regular discussions on gender justice in stakeholder forums like the Program Advisory Committee and a gender lens in all training materials, publications, reporting and presentations will further strengthen the effect of the project.
- To enhance internal knowledge and create a point of departure for the new programme phase there is a need to start with a baseline study and general as well as value chain specific gender analysis. To inform decision-making and strategy development, this analysis should be reviewed regularly and be realised for each new to be developed strategic intervention. The analysis can contribute to learning when shared amongst all staff.
- Participatory elaboration of a theory of change which clarifies how the project team views change, can influence the choice of strategic activities and stakeholders to be involved in the project along with its beneficiaries and partners. It envisages the roadmap to change. The analysis supports organisations to understand their own work in relation to the institutional context in which they operate.
- The team considers inclusion of a gender perspective in all STTA's and MOUs and its deliverables and activities as an opportunity to broaden the gender work and to bridge current gaps.
- Apart from quantitative data collection, qualitative and participatory monitoring tools like participatory multi stakeholder platforms, Most Significant Change stories, life stories, can be considered.
- There seems to be a need to improve access to relevant information that can support the team to deepen their knowledge on gender issues and to motivate discussion of best practices
- The assessment team feels that to further the gender agenda, all plans and budgets need to reflect and operationalize the gender objectives in the new phase.
- Articulation and synergies between interventions of different programmes and development

actors were mentioned by many as an important strategy to increase impact. AgriFUTURO could take an active role to promote articulation and increased synergies between projects, organizations and institutions at the activity level and maximise inter organisational learning on gender equity and female empowerment.

- **Recommendations to USAID:**

- In this report the consultants argue that a combination of economic development and agribusiness interventions and a participatory Household Approach is successful to create the necessary enabling environment to allow for larger numbers of women producers in forums, female emerging farmers and entrepreneurs to integrate in AgriFUTURO business development activities. In that light, it is suggested to USAID to pilot such an approach within AgriFUTURO.
- The team suggests for USAID to take a lead in bringing diverse experiences of working on gender equity and women economic empowerment in Mozambique together and facilitate knowledge development on gender specific barriers in those value chains included in USAID country policy.
- The learning and knowledge developed could be shared with implementing partners and other actors through publications and audio/visual material in Portuguese.
- “What gets measured, gets attention”. Therefore USAID could take a more prominent and capacity developing role in assuring that gendered indicators and results are part of project design, monitoring and analysis.

II. DEVELOPING GENDERED INDICATORS

The AgriFUTURO project has installed a solid practice of collecting sex disaggregated data on all indicators currently used to measure progress.

However, no baseline was established to compare data. Monitoring reports consulted do not present a comparison of data gathered over the period of the project and data analysis is limited.

Gender integration and mainstreaming focus on the full project cycle, from diagnostic and design to monitoring and evaluation.

The USAID GATE project developed an excellent Handbook Promoting Gender Equitable Opportunities in Agricultural Value Chains²⁰. It provides practical suggestions on how to develop gender sensitive indicators; use indicators which measure movement in positions instead of ‘counting bodies’; and measure changes in levels of gender inequality by using, for example, the ‘percentage change in proportion of women’s membership’ instead of the ‘number of women who joined the producer association’.

²⁰ USAID Promoting Gender Equitable Opportunities in Agricultural Value Chains, GATE project Handbook, 2009

GUIDING PRINCIPLES TO DEVELOP GENDER SENSITIVE INDICATORS

Under Phase Five Measuring success of Action, the handbook describes various steps that can be followed to Develop Gender sensitive indicators.

The first step presents some valuable guiding principles:

- **Check your assumptions:** Value chain development programs are often associated with larger goals, such as increasing rural household income. Increasing overall household income does not necessarily benefit all household members equally. Indicators may need to be modified to better understand how benefits are distributed. For example, in addition to indicators that measure changes in rural household income, projects should also consider adding indicators such as “percentage increase of income under women’s control.”
- **Avoid counting only bodies:** Although it is important, for example, to disaggregate training participants by sex, such indicators do little to measure men’s and women’s relative opportunities. Gender-sensitive indicators should also count people moving into new positions and new opportunities. For example, if a project is tracking the number of jobs generated for men and women, it is important to know whether the jobs created for women are in underrepresented areas or reflect previous clustering patterns. Thus, the project may elect to adopt an indicator such as “increase jobs for women, particularly in underrepresented occupational categories.”
- **Aim to measure²¹ changes in levels of gender inequality:** As stated in the definition, gender-sensitive indicators are designed to measure changes in men’s and women’s roles and status over time. Instead of “number of women who joined the producer association” use “percentage change in proportion of women’s membership” or “percentage change in proportion of women in leadership roles.” In addition to general indicators, such as increased sales, projects can add an indicator, such as “women’s proportion of increased sales (ratio of women’s sales to men’s sales).”

Participatory development of a theory of change, a baseline study, gender analysis and participatory project design can support the programme to make underlying assumptions clear and help the team to define the most important changes the project want to contribute to. This will indicate the areas for which gender sensitive indicators need to be developed, the gender gaps to become smaller.

APPROACHES TO GENDERED INDICATORS

The 2010 Danida evaluation report on gender and value chain development presents an interesting analysis of different manuals developed²². Apart from the above mentioned GATE Handbook, it mentions that several manuals emphasize the need to identify gender outcomes at various levels. Mayoux and Mackie (2009) argue that gender equality indicators should be developed through a participatory process (participants might identify and prioritize different indicators). Such indicators should cover: individual, household, community and national/macro levels. Indicators should also be combined with more general indicators of household poverty, enterprise growth and institutional sustainability. This approach is related to the GALS methodology referred to in the assessment report.

²¹ Gender-sensitive indicators have the special function of pointing out gender-related changes in society over time. They help to reveal how men’s and women’s status and roles change over time.

²² DANIDA/DIIS Evaluation study Gender and Value Chain Development, 2010

A different approach is suggested in AgriPro-Focus (2009)²³, where a Logical Framework Approach is used to monitor indicators at four levels: inputs into the programme (e.g. budget monitoring by considering the percentage of the budget dedicated to gender); outputs generated (e.g. training organized, research done and female networks established); outputs of the partners involved (e.g. changes in female membership and leadership); and impact at target group level (e.g. monitoring gender impacts at household level).

Key gender issues should be monitored regularly and results should inform different stages of the project implementation and if necessary lead to revision of programme assumptions, strategies and interventions.

The Feed the Future Women Empowerment in Agriculture Index (WEAI)²⁴ presents five domains of empowerment comprising of ten indicators:

TABLE 5. FEED THE FUTURE WOMEN EMPOWERMENT IN AGRICULTURE INDEX

Domain	Indicator	Weight
Agriculture production	input in productive decisions	1/10
	autonomy in production	1/10
Resources	ownership of assets	1/15
	purchase, sale, or transfer of assets	1/15
	Access to and decisions on credit	1/15
Income	Control over use of income	1/5
Leadership	Group member	1/10
	Speaking in public	1/10
Time	Workload	1/10
	Leisure	1/10

The programme could consider conducting a WEAI survey at to measure the level of empowerment at the start of a next phase for instance. The index can help to show different levels of empowerment in the programme intervention area and amongst different groups of women.

Example of gendered indicators for AgriFUTURO

²³ AgriProFocus Gender in Value Chains Practical toolkit to integrate a gender perspective in agricultural value chain development, 2012

²⁴ US government's Feed the Future Women's Empowerment in Agriculture Index, 2012

12. EXAMPLE OF GENDERED INDICATORS FOR AGRIFUTURO

The GATE Handbook and the AgriProFocus Learning Network Toolkit provide very practical steps and tools that facilitate the elaboration of gendered indicators. Below an example is presented based on the current AgriFUTURO project and the most important gender based constraints identified.

TABLE 6. GENDER BASED CONSTRAINTS IDENTIFICATION

Most important gender-based constraints for the project	Factors contributing to constraint	What actions might address the constraints to achieve more equitable outcomes?
Gender based constraints identified:		
Women producers are constrained from economic growth due to lack of access to services like training, inputs and market linkages	<ul style="list-style-type: none"> • The norm is the husband membership of producer associations and forums is equivalent to family membership • Social perceptions that link household responsibilities to women's work • Women without control of farming income 	<p>Strive for equitable producer association membership and decision-making positions</p> <p>Ensure access of women to training</p> <p>Apply family as a farming business approach</p> <p>Address time/task allocation of household labour within the household approach</p> <p>Increase negotiation and bargaining power through working with women's groups and at household level</p>
Women are constrained from improving on-farm productivity because of time-poverty linked to their household labour responsibility and farming practice	<ul style="list-style-type: none"> • Manual farming • Women's household responsibility 	<p>Introduce and ensure access to mechanised farming and animal traction</p> <p>Identify labour-saving technologies to reduce women's time on household responsibilities</p>
Women are often constrained from access to credit and financial services due to being primarily into subsistence farming and underrepresented in leadership positions	<ul style="list-style-type: none"> • Social barriers to participate in commercial farming and cooperatives • Collateral-based loan policies 	<p>Design awareness raising campaigns and apply household approaches to promote women's leadership in business</p> <p>Work with lending institutions to design women-friendly business loan instruments</p> <p>Ensure information dissemination target women and men equally</p>
Women are constrained from having employment and in particular technical positions in processing firms because of discriminatory social attitudes towards women's employment	<ul style="list-style-type: none"> • Social perceptions about women's capabilities • Social perceptions of gender roles and task divisions 	<p>Promote interventions that create jobs for men and women</p> <p>Encourage firms to provide gender-sensitive practices and policies</p>
Constraints faced by women from being an emerging / productive farmer due to lack of ownership of assets and being non-recipient of farming inputs	<ul style="list-style-type: none"> • Customary land tenure limits access to large farm land 	<p>Project intervention / partnership to</p> <ul style="list-style-type: none"> - Raise awareness on landownership rights

Most important gender-based constraints for the project	Factors contributing to constraint	What actions might address the constraints to achieve more equitable outcomes?
	<ul style="list-style-type: none"> • Women rarely in cash crop farming • Women not primary recipients of farming inputs and extension services 	<ul style="list-style-type: none"> - enable women to access acquiring DUAT titles <p>Direct project training and services to women farmers and advocate the government for the same</p>
Women are often constrained from voice in policy advocacy as they are not represented in consulted bodies	<ul style="list-style-type: none"> • Women rarely in leadership of organisations participating in value chain associations • Selection criteria participants stakeholder workshops 	Advocate for quota for women and men representation in value chain associations and stakeholder workshops
Women are often constrained from filling senior management and technical positions in agricultural and agribusiness projects due to lack of experience and discriminator social attitudes towards women employment in technical positions ²⁵	<ul style="list-style-type: none"> • Selection criteria focus on experience more than potential • Social perceptions (by men and women) about women's capabilities • Social expectations on married women 	Project to adopt gender sensitive practices and policies, for instance: non-discriminatory employment, budget reservations for training, positions for female student apprenticeship and adequate secondary conditions for field personnel
Indicators proposed per Gender Based Constraint:		
Most important gender-based constraints for the project	What actions might address the constraints to achieve more equitable outcomes?	Possible gender –sensitive indicator to measure success
Women producers are constrained from economic growth due to lack of access to services like training, inputs and market linkages	<p>Strive for equitable producer association membership and decision-making positions</p> <p>Ensure access of women to training</p> <p>Apply family as a farming business approach</p> <p>Address time/task allocation of household labour within the household approach</p> <p>Increase negotiation and bargaining power through working with women's groups and at household level</p>	<ul style="list-style-type: none"> - Percentage increase in women's membership - Percentage increase in women's participation in training - Number of men and women participating in household / family oriented change processes - Change in proportion of household labour undertaken by women - Number of women adopting new technology - Percentage of women with access and control over new technology
Women are constrained from improving on-farm productivity because of time-poverty linked to their household labour responsibility and farming practice	<p>Introduce and ensure access to mechanised farming and animal traction</p> <p>Identify labour-saving technologies to reduce women's</p>	<ul style="list-style-type: none"> - Percentage of women with access and control over mechanised farming and animal traction - Number of women attending trainings on new technology

²⁵ Technical positions are not referring to administrative and financial positions within the project administration but to technical positions in project interventions

Most important gender-based constraints for the project	Factors contributing to constraint	What actions might address the constraints to achieve more equitable outcomes?
	time on household responsibilities	- Number of labour-saving technologies introduced
Women are often constrained from access to credit and financial services due to being primarily into subsistence farming and underrepresented in leadership positions	Design awareness raising campaigns and apply household approaches to promote women's leadership in business Work with lending institutions to design women-friendly business loan instruments Ensure information dissemination target women and men equally	- Percentage of women reached through campaigns and information - Number of women – and pro poor friendly credit and loan products designed - Percentage of increase of women applying - Percentage increase of women receiving loans
Women are constrained from having employment and particularly technical positions in processing firms because of discriminatory social attitudes towards women's employment	Promote interventions that create jobs for men and women Encourage firms to provide gender-sensitive practices and policies	- Percentage of women in new jobs created - Percentage of women in technical positions in processing firms
Constraints faced by women from being an emerging / productive farmer due to lack of ownership of assets and being non-recipient of farming inputs	Project intervention / partnership to - Raise awareness on landownership rights - enable women to access acquiring DUAT titles Direct project training and services to women farmers and advocate the government for the same	- Percentage increase in land titles issued to women - Percentage increased in proportion of land owned by women - Women's proportion of increased yields
Women are often constrained from voice in policy advocacy as they are not represented in consulted bodies	Advocate for quota for women and men representation in value chain associations and stakeholder workshops	- Increase in number of women in value chain associations - Number of women in stakeholder workshops
Women are often constrained from filling senior management and technical positions in agricultural and agribusiness projects due to lack of experience and discriminator social attitudes towards women employment in technical positions ²⁶	Project to adopt gender sensitive practices and policies, for instance: non-discriminatory employment, budget reservations for training, positions for female student apprenticeship and adequate secondary conditions for field personnel	- Number of gender sensitive policies and practices adapted - Percentage increase of women in technical positions at management and field level - Percentage of women in senior management positions

²⁶ Technical positions are not referring to administrative and financial positions within the project administration but to technical positions in project interventions

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14. ANNEX

1. Annex A: Visit / meeting programme and list of people interviewed
2. Annex B: Staff Questionnaire
3. Annex C: Scope of Work
4. Annex D: Instruments used
5. Annex E: Success story WISSA
6. Annex F: Success story GRAMITER
7. Annex G: History NOSSARA cooperative
8. Annex H: GAL's basic principles
9. Annex I: Characteristics gender equitable Value Chain development

ANNEX A: INDIVIDUALS AND INSTITUTIONS INTERVIEWED:

Meetings in June:

- 17 Start gender assessment
- 18 Meetings at AgriFUTURO and Launch WASAA
- 24 Meeting at USAID
- 25 Flight to Nampula and start desk review lessons learned
- 26 Meetings in Nampula city (AgriFUTURO office, IKURU, WISSA, GRAMITER, CEPAGRI, ITC, CLUSA)
- 27 Visit to OLINOTU / FOSC MOMA, overnight in Angoche
- 28 Visit to FOSC Nametoria, Association Nanhupo Rio, return to Nampula
- 29 Visit Nacololo and Netia, Monapo district, return Nampula, Meeting ORAM. Planned debriefing cancelled.
- 30 Planned travel to Gúruè not possible due to logistics problems

Meetings in July:

- 01 Travel to Gúruè. Start visit Ruace only at 14h, accompanied by 3 staff. Meeting NOSSARA and ACISSA forum.
- 02 Visit to Forum de Molumbo and Forum de Mpura, accompanied by 2 staff and 1 Production and commercialisation technical officer
- 03 Meetings in Gúruè with World Vision and Women First project. Return to Nampula, discussion with Serafim, VCL, in car.
Flight to Maputo
- 04 Reading and preparation Chimoio
- 05 Meeting at AgriFUTURO with staff including COP
- 06 Meeting with M&E specialist, Meeting with technical director
- 07 Flight to Chimoio
- 08 Visit to Dombe Cooperative Kuguta Kuchanda accompanied by M&E officer. Meeting with Coordinator.
- 09 Visit to Barué and Chindengue, Catandica district, accompanied by M&E officer and 3 technical field staff. Delay in travel reduced groups met to two instead of three.
- 10 Focus group discussion with ITC, Forum Terra and Centro Terra Viva. Meetings with ASCs: AGPdM, Kota Benad and Nzara Yaperá
- 11 Debriefing / wrap up meeting at Chimoio office. Flight to Maputo
- 12–19 Desk review and data processing
- 16 Meetings with Julio Costa, Netherlands Embassy, European Union
- 17 Meeting Enabling environment director AgriFUTURO and M&E specialist
- 18 Presentation preliminary results at USAID

30.07-12.08 Data processing

Working in August:

19-22 Data processing and report writing

26 Presentation report at USAID

ASCs (Agribusiness Service Clusters): 5 M, 2 F

Nacala Corridor:

WISSA Judite Macuacua – Grantee, F

GRAMITER Maria Nhantumbo – Grantee, F

OLINUTO Teotónio – Grantee, M

CISTER, Vieira, technical staff – Grantee, M

Beira Corridor:

AGPdM Agro Pecuária de Manica, Guido Valkenburg, factory manager, Grantee, M

NJERENJE Centro Educacional, Kota Benad, Farm manager and trainer Commercial Farming, Grantee, M

Sementes Nzara Yapera (SNY), Peter Waziweyi, owner, Grantee, M

FOSCs (Forums and Cooperatives): 93 F, 103 M

Nacala corridor: 11 organisations represented by 71 women and 79 men

IKURU – FOSC, Gerson Daniel, Grantee Nampula city, M

Forum FACANA – FOSC members representing 4 associations and local government, Moma district, 22F, 22M

Forum Naprumba/cooperative Ochukiromali, Nametoria, Angoche district, 13F, 20M

Association ORERA WIUANANA and Cooperative Openta Olima, Nanhupo Rio, Mogovolas district, 6 M, 8 F

Cooperative de Nacalolo, Monapo district 3 F, 1 M

Cooperativa de Morreno, Netia, Monapo district 5 F, 7 M

Forum ACISSA + women cooperative Nossara, Ruace, Gúruè district 10 F, 4 M

Forum Mpura, Milange district – 15 M, 6 F

Association Mpanguia, Maclocotho, Milange district – 4 M, 4 F

Beira Corridor: 3 organisations represented by 24 men and 22 women

Kuguta Kuchanda cooperative / association (= forum) – Dombe, Sussundenga district, 6 M, 5 F

Association Samora Machel, Chimdengue, Barué district, 10 F, 10 M

Association Culima Cuacanaca, Nhampassa, Barué – 8 M, 7 F

Institutions: 12 M, 5 F

CEPAGRI – Deuladeu de Azevedo (F), Technical staff delegation Nampula

ITC (Initiative for Community land) – Amilcar Lucas (M), Coordinator Nampula

Forum Terra – Jozela, (F)

ITC – José Monteiro (M), Knowledge manager, Chimoio

ITC - Joaquim Langa (M), National manager

Centro Terra Viva Chimoio – Samanta Remane (F), assistant researcher

IRD / Ogumaniha, Women First project – da Costa (M)

ORAM – Calisto Ribeiro (M), Nampula delegate

Visão Mundial – Fernando S. Monteiro (M), Coordinator Gúruè

Netherlands Embassy - Celia Jordao (F), Land and Natural Resources

European Union – Giancarlo Monteforte (M)

European Union - Myriam Sekkat, Attachée (F)

DFID – Tiago de Valladares Pacheco, Livelihood advisor (M)

DFID – Emidio Oliveira, Policy and programme manager for growth, resilience and rural development (M)

AICAJU - Francisco Magaia (M)

AICAJU - Augusto Monteiro Cebola (M)

USAID Mozambique

Xavier Preciado – Agriculture and Food security officer and acting team leader Agriculture, Trade and Business (ATB) Office

Elsa Mapilele – Agribusiness & Rural Finance Advisor / COR, ATB Office

Mary Ellen Duke – Gender Advisor Integrated Health Office

Sérgio Macuacua - Monitoring and Evaluation Specialist, ATB Office

Leonor Domingos: Gender Focal Point, ATB Office

Paula Pimentel: Agriculture Research Advisor, ATB Office

AGRIFUTURO and partners:

TechnoServe Mozambique:

Jake Walter - TechnoServe, General Director, Nampula

Daria Sage – TechnoServe, Program Director, Food Systems and Nutrition, Nampula

Todd A. Kirkbride – Director Public Private Partnerships

CLUSA Mozambique:

Pine Pienaar – National Director CLUSA, Nampula

AgriFUTURO team:

Team Nacala corridor:

Abel Lisboa – AgriFUTURO (AF), coordinator Nacala corridor, VCL

Efraim – AgriFUTURO/TechnoServe

Sara Martins – CLUSA, M&E PROMAC

Etelvino - M&E Gúruè

Mario Santos – finance advisor Nacala corridor

Serafim Maxlhaieie – Value Chain Leader Gúruè

Team Beira Corridor:

Luis Tomo – Monitoring & Evaluation Assistant

Octávio Machado – M&E Beira Corridor and Access to Finance

Sergio Ye – Coordinator Beira Corridor and PROMAC (project CLUSA)

Maria Manuel – PROMAC, land officer

Team Maputo:

James LaFleur – Chief of Party AgriFUTURO

Randolph Fleming – National Technical director

Eulalia Ouchim – Operations Manager

Carlos Moamba – Enabling Environment Director

Anabela Mabota – Monitoring and Evaluation specialist

Miranda Come – Gender advisor

Stefano Gasparíní – Senior Agribusiness Adviser

Julio Costa – former coordinator Nacala corridor and VCL

Charlene McKoin – former Chief of Party (by email)

ANNEX B: STAFF QUESTIONNAIRE

Questionário no âmbito do gender assessment para o pessoal de AgriFUTURO

Nome: Local de trabalho:

Qual é a sua função na equipe de AgriFUTURO:

Desde quando está no projecto:

Em que cadeia(s) de valor está a trabalhar:

Já participou em formações sobre género SIM/NAO

1: Nível das políticas e estratégias

- Qual é a estratégia de intervenção que se usa para chegar a homens e mulheres? (Max. 10 linhas)
- Que métodos específicos foram definidos ou usados para chegar a homens e mulheres?
- Que políticas (guidelines, plano de acção, memorandos, etc) foram formuladas pela AgriFUTURO ou adoptadas para se chegar a homens e mulheres? (os elementos das políticas)
- Como foram formuladas as políticas (quem participou desagregado por sexo)
- Como e quem toma decisão sobre quem envolver no programa e que recursos disponibilizar para chegar a homens e mulheres ou para levar a cabo estratégias específicas que diminuam as diferenças de acesso aos recursos do projecto de homens e mulheres?

2: Nível da estrutura

- Quantos homens e quantas mulheres fazem parte do programa AgriFUTURO?
- Quantos homens e quantas mulheres fazem parte da tomada de decisão?
- Que regulamentos se usam no processo de recrutamento para assegurar a presença de homens e mulheres a todos níveis da estrutura?
- Que responsabilidades estão definidas na descrição de tarefas do pessoal para chegar a homens e mulheres e como e em que momento se avalia esta responsabilidade.

3: Nível das actividades

- Quem beneficiam das actividades de AgriFUTURO (grupos ou indivíduos ou ambos; números e desagregado por sexo)? Quais são os critérios de selecção dos beneficiários?
- Com que grupos (tipo e numero de grupos e numero de beneficiários desagregado por sexo) a nível da base o projecto trabalho e como estão estruturadas a nível de tomada de decisão, de acesso e controlo de recursos postos a disposição dos grupos?
- Que actividades específicas foram realizadas para beneficiar as mulheres / homens?
- Quem e como decide se sobre o tipo de actividade, recursos necessários e/ ou relevantes aos interesses dos homens e das mulheres?
- De que forma as actividades realizadas diminuem / aumentam a carga de trabalho das mulheres?
- Que acções específicas foram feitas para facilitar a presença / participação das mulheres na tomada de decisão das mulheres ao nível dos grupos e ao nível das actividades
- Que tecnologias apropriadas foram introduzidas e de que forma respondem as necessidades e interesses de mulheres e homens?

4: Nível dos resultados

- Qual é o numero de mulheres e homens que se quer impactar no programa (target group)? (IFAD definition: The specific group for whose benefit the project or programme is undertaken, closely related to impact and relevance.)
- Quem são os beneficiários directos (desagregado por sexo)?
- Quem são os beneficiários indirectos?
- Percentagem de mulheres que beneficiaram e beneficiaram em quê?
- Qual é o desafio da introdução de agricultura mecanizada e processamento para as mulheres e para os homens?
- Em que níveis da cadeia de valor em que trabalha encontram se as mulheres?
- Qual é a parte de cadeia de valor em que há mais benefícios e quem está nesta parte (mulheres, homens, associados, privados, cooperativas)?
- Quais são as estratégias 'ganhar – ganhar' ao longo da cadeia para maximizar os benefícios para todos e particularmente para as mulheres?

5: Nível das lições aprendidas

Se tivesse que começar este projecto de novo, o que mudaria ou faria de maneira diferente para assegurar:

- A presença de mais mulheres na estrutura e nos processos de tomada de decisão?
- Maiores benefícios para as mulheres?
- Uma maior relação com organizações ou entidades que trabalham na inclusão de ambos mulheres e homens no projecto?

ANNEX C: SCOPE OF WORK AGRIFUTURO PROJECT GENDER ASSESSMENT

Purpose and Objective of the Assignment

Why conduct this assessment now? There is consistent and unquestionable evidence that when women's status and active participation in agriculture is improved and expanded, agricultural productivity increases, poverty is reduced and household nutritional levels increase.

USAID/Mozambique promotes gender equality in which both men and women have equal opportunity to benefit from and contribute to economic, social, cultural and political development; enjoy socially valued resources and rewards; and, realize their human rights. Throughout the USAID mission Agriculture, Trade and Business office portfolio in country, when assisting farmer organizations as well as emergent and commercial farmers, it was noted that there is limited participation of women across targeted value chains, either in accessing technical assistance, loans, extension services, improved technologies, etc. USAID has determined that is important to now analyze the roles and relationships of men and women in rural Mozambique and to define a strategy going forward that will increase the participation of women in the country's economic activities. The specific purpose of the AgriFUTURO project Gender Assessment is to conduct an assessment of the different ways that women and men participate in the agribusiness sector in Mozambique, with a specific focus on the four value chains included in the project; identify key gender issues, gaps and constraints that must be addressed in USAID interventions in Mozambique as it continues to support FtF objectives. In particular, the purpose of this assessment is to focus on how to achieve greater "gender- equitable" value chain development.

According to USAID guidelines, gender factors must be an integral part of the design, implementation and evaluation of all USAID activities. Three basic questions about gender must be considered throughout the programming process, from design to implementation and final evaluation:

- What is the impact of gender relationship on program results?
- What is the impact of the program on the relative status of men and women and,
- What are the Lessons Learned considering gender equity?

Thus, the Gender Specialist will gather information from all possible sources concerning the level of participation of women in project activities and the level of benefits and impact that they receive as a result of that participation.

Scope of the Assignment

Under the supervision of the Chief of Party, and with the assistance of selected project staff, the Gender Specialist will conduct an assessment of the different roles of men and women along the value chains that AgriFUTURO project's is working on and suggest alternative approaches to reduce the gender gap in different activities being promoted. This assessment will help USAID to improve its ongoing and future activities. This effort will specifically look at:

Gender is defined by USAID as "the economic, social, political and cultural attributes, and opportunities associated with being male and female."

- Examine what women and men do in productive (market) economic activities as well as on non-market activities. Profile the different actors in the value chain and identify opportunities for women empowerment and to engage them in economic activities.
- Review the project's present strategy, framework and activities for its attention to men and women role in different activities along the value chain: How will the different roles affect the work to be conducted?
- Identify key gender-based constraints and make recommendations for integrating gender

issues/relations into current programs and future activities;

- Identify specific policy issues that could be advanced to reduce the gender gap. For example, how can the land policy be reformed to be more conducive to women registering of land? What changes can be made to the DUAT to allow more women to participate in land registration? Why do only a few women have access to loans? What can be done to promote loans to women or women headed households?
- Present specific “lessons learned” in other countries and agribusiness value chain programs that have demonstrated a positive impact specifically on improving and increasing women’s participation in project activities along value chains, and will focus on answering the question “why women’s participation in the activities is so limited?”
- The Specialist will assess the efforts of the AgriFUTURO Program to include and benefit women and provide recommendations for activities to strengthen results in these areas. IN areas with a notable weakness, the Specialist should identify why the weaknesses occurred, and how the weaknesses can be mitigated in the future.

During the assessment, particular attention will be dedicated to specific areas where results for women have been notably weak, namely access to credit, land, employment, information and productive assets and provision of business services.

ANNEX D : GALS TOOLS USED DURING FIELD WORK

Over the past years, **Embondeira Consulting** has been involved with the Gender Action Learning System (GALS) methodology.

GALS is a gender adaptation of a more general methodology called Participatory Action Learning System (PALS) for action learning and planning. The PALS methodology evolved from work on livelihoods development and poverty reduction by Linda Mayoux (2002), who also developed the tools used and presented in this assessment report.

A third GALS manual will be soon available at the WEMAN website including these tools.

GALS is a community-led empowerment methodology aiming at 'constructive economic, social and political transformation' on gender justice. GAL's works with women and men to develop their visions for change appreciate their strengths and achievements and analyses and address gender inequalities within the family and community as challenges which prevent them from achieving their vision. It empowers women and men, as individuals and collectively, to collect, analyze and use information to improve and gain more control over their lives at the micro- and macro levels.

GALS is a key part of Oxfam Novib's Women's Empowerment Mainstreaming and Networking (WEMAN) programme for gender justice in economic development interventions, including market and value chain development, financial services and economic policy and decision-making.

A summary of the distinctive features of GALS are given in Annex 8. The series of GALS manuals are supplemented by other video, multimedia and written materials, including examples of community pictorial manuals and manuals developed by field staff. These can be accessed through the WEMAN website www.wemanglobal.org.

The following tools are described or presented below:

- Value chain mapping
- Market mapping
- Livelihood Gender Balance Tree (tool 4)
- Increasing Income Challenge Action Tree (Tool 5)

I VALUE CHAIN MAPPING:

The preliminary value chain mapping aims to:

- Clarify the economic activities in the value chain
- Locate the different stakeholders involved as the basis for designing the process
- Identify where the value created in the chain is concentrated and blockage and leverage points
- Plot where women currently are and where men are
- Identify some of the inequalities and power issues which will need to be addressed
- Clarify the gender issues in different activities and at the different levels - how far are they common and how far are they specific to particular stakeholders and levels.

Step 1: individual mapping of different activities along the chain.

Map all the activities from raw material / inputs through production to processing, marketing and final consumption, showing differences between different qualities/types/markets.

Draw these with arrows.

Note: the aim of the activity is to do the exercise only with participants who really work in that value chain. It is okay to just talk about part of the value chain. After the individual mapping all the different perspectives will be shared - it is very likely that different participants will have different maps, all of which are part of the jigsaw. Giving people opportunity to do mapping individually first increases participation of those who may not normally feel confident to talk. When everyone has had time to reflect and draw a map, these should be shared in the group, making sure everyone has a chance to contribute.

Step 2: brainstorm on different stakeholders involved in performing these actions.

Mark circles around the arrows. Draw larger circles where there are more people involved.

Step 3: Brainstorm on different service providers who can be contracted and brought in to support the process when appropriate.

Mark these as different coloured circles outside the chain. These could also be differentiated by degree of gender mainstreaming/women targeting through color coding the outside line.

Step 4: Where is the value and power concentrated?

Draw thicker outside lines on circles or arrows to represent higher levels of income.

Step 5: Where are the women? Where are the men?

Colour-code the inside of the shapes to differentiate between women and men.

Step 6: Draw conclusions on priority stakeholders and possible strategies

Discussion and summary of the conclusions from each step:

- Where are most people concentrated? Where are women? Where are men?

- Where is the value/power concentrated?
- Who are the most vulnerable stakeholders?
- What are the priority blockages and leverage points for action to increase incomes for vulnerable stakeholders in the short and / or longer term?
- Where are women excluded? Which men are also vulnerable? What is currently known about the reasons for the inequalities / exclusion?
- Who are the most powerful and important institutional stakeholders? Could any of these be allies from the start? How genders sensitive are they? What gender capacity-building might be needed? By whom and how?
- Are any ideas emerging already about priority gender issues and strategies?

II MARKET MAPPING:

- What are the main products marketed by the members of your household? (association)
- Which markets do you go to?
- What are the advantages and disadvantages of each market?
- How do I get there and how much does it cost?
- What things can/should I change?
- Which markets are most profitable? Bearing in mind prices, amounts sold and transport costs and who controls the income.
- What are the main challenges in each market? Are there any specific challenges which women or men face because of gender?
- What new products or markets can be profitable? Are there any gender issues which need to be addressed in enabling women/men to access these?

Overview

But it is important that the exercise is done sensitively, realising also some of the peer pressures on men and the fact that some women also discriminate against men (e.g. excluding men from the kitchen even if they offer to help) and may waste money on beauty and clothes. If the aim is real change then men and women must feel inspired



and encouraged to bring about progressive changes in their lives for the future, not feel defensive about behaviour in the past.

BOX 24: Livelihood Gender Balance Trees: Process overview

Aims

Participants' empowerment

- To identify for each person which activities take most time and which earn most income.
- To identify for each individual/household which types of work give most/least income or benefit which could be increased/cut.
- To identify for each person/household which expenditures are excessive and can be cut.
- To analyse intrahousehold gender inequalities in labour input, income earned, control over income and expenditure.
- To decide priority areas for improving the gender balance of the tree so it can bear richer fruit.

Organisational action learning

- To clarify and quantify household structure, including incidence of polygamy.
- To clarify and quantify actual gender inequalities in work contribution, control over income and expenditure to avoid reliance on gender stereotypes.
- To get an overview of the types of strategies which women and men see as ways forward to balance the tree.
- To start to think about the types of services which might be needed to complement individual actions and group sharing.

Timing

2 hours 30 minutes

- Pairwise recap on achievements from homework from the previous session and facilitator introduction: 20 minutes.
- Individual trees: 40 minutes.
- Group discussion in single sex single activity groups: 30 minutes.
- Plenary sharing: 1 hour.

Materials

- A4 diary or 1 flipchart and 2 differently coloured markers per participant.
- 1 flipchart per group.

Outputs

- 1 individual gender balance tree in A4 diary or flipchart for each participant with 3-5 clear action commitments.
- 1 group gender balance tree for single sex groups in each economic activity.
- 1 large collective gender balance tree with quantification of types of family, conclusions on gender inequalities and quantified action commitments.

Steps in detail

As soon as people start to arrive the facilitator puts them in pairs to recap on the homework from the market mapping.

When everyone has arrived or the start time is reached, the facilitator asks for feedback from the pairwise discussion and then explains the purpose of Tool 4, Gender

Balance Tree, adapting the discussion to the participant context and giving a brief overview of the main steps.

Women and men draw individually but it is good for them to sit in groups according to marital status:

- Married in nuclear family
- Married in polygamous family
- Single divorced
- Single never married
- Widowed

The facilitator then gives instructions step by step as people draw in their A4 diaries or on a flipchart. Again go slowly.

The outputs should look something like the examples in the photos above.

STEP 1. Who is in the household?

Each individual drawing should have the symbol and group symbol at the top left corner for reference, together with the date.

Draw the trunk to represent gender balance putting a symbol of the types of activities and men household members on one side and women (including co-wives) on the other. The middle represents joint activities and expenditure and children.

STEP 2. Who contributes what?

- a) Draw roots to represent inputs of time and income for each adult family member. Women on one side with separate roots for co-wives/mother, men on the other with separate roots for each man, and with one central root for joint labour/income.
- b) Along each root put the activities which each person performs (including housework) either distinguishing time through size, or marking on the hours/days. For paid activity put coins to represent income earned.
- c) Thicken the roots of people spending most time and ring those activities earning most income.

STEP 3. Who gets what?

- a) Draw branches for each family member corresponding to each root, including the central trunk for joint household expenses.
 - b) Along each branch, draw symbols for expenditure, with coins to represent daily or monthly expenditure.
 - c) Thicken the branches for those who spend most, and ring the largest expenditures with red.
- By the side of the branches put a symbol to indicate who makes the main decisions about expenditure – men/women for the whole household, men/women for themselves, jointly.

STEP 4. What do we want to change?

a) On the trunk towards the roots put a symbol to indicate who makes the main decisions about division of labour – men/women for the whole household, men/women for themselves, jointly.

b) On the trunk towards the branches put a symbol to show who makes the main decisions on expenditure - men/women for the whole household, men/women for themselves, jointly (e.g. in Uganda at the beginning nearly all trees showed women kneeling down and handing money to men).

c) Comparing the thickened roots and branches and coins: Which household members give most time input? Which household members earn most income? Which household members spend most? On what?

d) In order to balance the tree:

- Which activities take more contribution than the benefit they give and time could be reduced? Mark with 1-3 sad faces.
- Which activities need to be shared more? Mark with 1-3 sad faces.
- Which expenditures of household members should be cut? Mark with 1-3 sad faces.

Group discussion in single sex groups: Women and men should be in separate groups. It may also be necessary to have more than one group of women or men – each group should be about 10-15 people and potential for embarrassment and conflict should be minimised.

Each group should have a moderator, but drawing and discussion should be by the participants.

STEP 5. Feedback and quantification

A flipchart is put up at the front of the group.

Starting from the back, people come up and present what they put on their tree, changing participants for each root. This must be done sensitively, continually questioning stereotypes, and it must be clear that people do not need to reveal their private secrets – they only share what they want to.

Quantification is then done on the roots and the branches – either for each element or more broadly on which are the thick or thin roots. This is either done by putting hands up or (if things are particularly sensitive) by a confidential marking on the tree with the board turned around so no one can see, and each participant marking in private.

Plenary discussion and wrap up

A large flipchart, or two joined flipcharts are put up at the front of the hall.

STEP 6. Bringing the trees together

The women's and men's groups are brought together. A participant from each group presents their tree. A second participant or the moderator puts the information on the collective tree.

Quantification is also done at the same time – colourcoding for the responses from each sex group and noting particularly any difference between the analysis of women and men, and between different groups from each sex.

There is also a voting by show of hands on the changes which are needed as action commitments by women and men and people mark these commitments as symbols on their individual trees.

STEP 7. Facilitator wrap up

The facilitator gives a brief wrap up, referring to the checklist in Box 25 and the example from Uganda below, or previous exercises from their own experience. Again, the aim is to inspire people to change in future, not to make either men or women simply feel guilty about past behaviour.

BOX 25: Gender Balance Tree: Facilitator checklist and issues to take forward

- For the trunk: How many households are monogamous/polygamous/single person? In how many households do women hand all the money to men? In how many households do women or men keep all their own money? In how many households is at least some income shared with joint decision-making?
- For the roots: Which activities are normally done by women? Which activities are normally done by men? Are there any things/exceptions to stereotypes which may be surprising? What are the conclusions on gender balance of work contribution on the roots?
- For the branches: Which expenditures are normally done by women? Which expenditures are normally done by men? Are there any things/exceptions to stereotypes which may be surprising? What are the conclusions on gender balance of share of expenditure income on the branches?
- How gender balanced are the trees of most people? Do women/men benefit according to contribution?
- How can the balance be improved? Which roots can be cut or redistributed? Which branches can be cut or redistributed? How many people have committed to what?

Outputs for documentation and monitoring

- Gender balance trees for each sex in each economic activity. Each tree should be annotated, i.e. sticky labels with written clarification of the symbols should be placed next to each card group.
- A combined and quantified gender balance tree with 3-5 action fruits per participant.
- Photographs of the annotated trees for follow up and dissemination.
- A written list of the main areas of disagreement to help the facilitators and organisation in the final session.
- Quantified root causes and commitment fruits on Excel sheet from either the group trees and/or the combined tree – whichever is most useful and reliable depending on the types of activities covered and extent of differences emerging.

2.10 Tool 5: Increasing Incomes Challenge Action Tree

Process overview

'Problems' often seem so entrenched and amorphous that it is difficult to work out where to start. Challenge action trees are a more action-oriented and positive-oriented version of the 'problem solution tree' with which many readers may be familiar. They enable people to think through the different dimensions of a challenge – in this case increasing incomes – to devise solutions and identify concrete action steps. The causes, solutions and action steps can all be quantified, gender disaggregated and analysed along other dimensions by organisations for use in advocacy and/or designing more effective technical capacity-building and other services.

Actions production

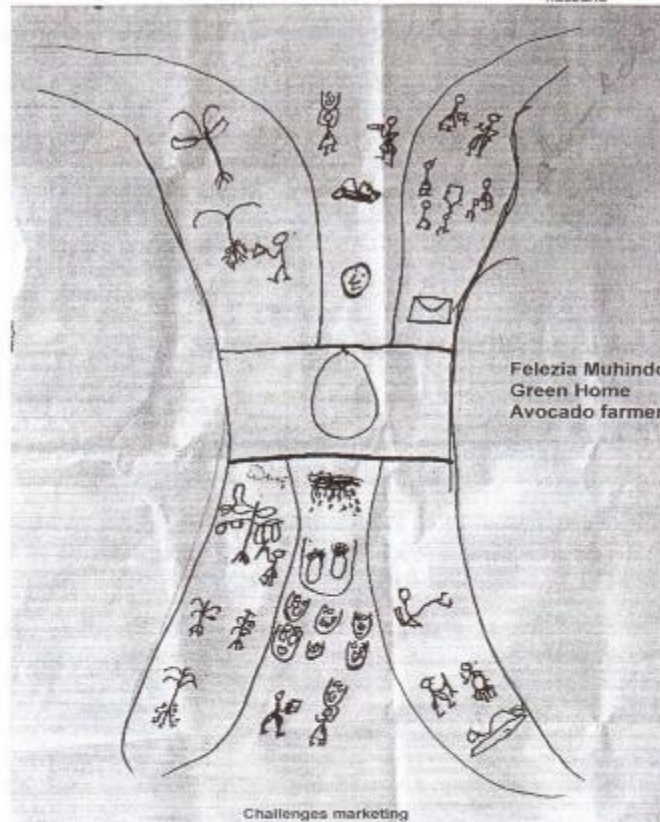
Better spacing
Got advice on pests from other Green Home members - put woodash

Actions market

Pay market dues
Get a vehicle to Kisumu
Keep time to sell better

Actions household

Savings
Go to Green Home village group
Discuss and work with husband



Felezia Muhindo,
Green Home
Avocado farmer and trader

Challenges production

Theft from the trees
Poor spacing so the flowers are poor
Pests

91

Challenges marketing

Rain and people don't eat
Get spoiled if she takes them back home and there is no store
Too much supply
Market dues

Challenges household

Sickness - she gets sick and so does the family
Conflict because there is not enough money
Avocados are the only income

Example (see annotated photo, above): Increasing incomes challenge action tree for avocados: Felizia Muhindo

Felizia Muhindo is aged 42, married as the only wife. She had 15 children of whom 13 have survived. Before the training she was getting almost nothing from the avocado trees. Since doing the GALS tree analysis and getting advice from other Green Home members, she now has no pests, is able to sell much better in market through keeping time, and is working together with her husband. She earns US\$10,000 a day selling avocados from home, and 45,000 on market day 2-3 times a week. She also trades in coffee and other produce.

Challenge action trees are a key tool at all stages of the GALS process (See GALS Manuals 1 and 2). All challenge action trees follow the same basic steps:

- Drawing the trunk, or issue.
- Identifying the causes, or roots.
- Identifying possible solutions, or branches.
- Committing to SMART action steps to change, or fruits.

They generally start with pair brainstorming and drawing of 3-5 causes and solutions as an input to group discussion. Individuals then draw their own tree in their diaries. These are monitored by individuals over time and fruits achieved aggregated through the group process and organisational information system.

The difference between the different trees lies in the specific categorisation of roots and branches which need to be done at the outset to avoid proliferation of many apparently unconnected roots and branches. This categorisation is also the place where gender issues can be specifically highlighted.

CAT for increasing incomes should be done in activity-based groups and with men and women separately before sharing in order to enable in-depth discussion of gender issues.

BOX 27: Increasing incomes challenge action tree: Process overview

Aims

For participants

- To analyse the different causes of low incomes: production, marketing and household.
- To help people to analyse the interlinkages between gender issues in the household, production and marketing and increasing incomes for men as well as women – drawing on the gender balance tree.
- To share and exchange ideas for solutions to different dimensions of the challenges
- To generate 3-5 individual 'SMART' action fruits' for each participant as their commitment to starting the road to change immediately after the event.
- To develop participatory skills in starting to deal with more sensitive issues, as well as reinforcing drawing skills.

For organisations

- To get a quantified overview of the various challenges in each activity at the different levels.
- To get a quantified overview of potential solutions and action priorities.

- To identify those challenges which cannot be resolved through individual actions and group sharing, as an input to tailored capacity building and other services for increasing incomes.

Timing

3 hours

- Pairwise discussion of key challenges in each root and potential solutions: 30 minutes.
- Drawing a collective tree in economic activity/value chain groups (women and men separately): 30 minutes.
- Drawing and quantifying the mother tree (plenary feedback and discussion): 1 hour.
- Identifying and quantifying the action fruits: 30 minutes.
- Drawing the individual tree in the diary: 30 minutes.

Materials

- Cards in 3 colours, 9 per participant for pair brainstorming.
- 1 flipchart and 2 differently coloured markers per group.
- Individual diaries.
- A large mural for the Mother Tree made of 2 flipcharts joined together vertically.
- Digital camera to record diagrams and postits for translation.
- Video camera to record plenary (optional).

Outputs

- 1 individual market map on a large flipchart per participant with 3-5 action fruits per participant.
- Quantified group trees and mother tree.
- Photographs of each annotated tree.
- A list of the main issues for capacity-building.

Steps in detail

Pair brainstorming (10 minutes): Participants choose a partner and discuss in pairs the reasons for the challenges. Each pair prioritises 3 reasons and draws these on separate cards – at least one for each sex and at least one card is drawn by each member of the pair. Using different coloured cards depending on whether the cause is specific to men, to women, or both.

Group sharing

STEP 1. Draw the trunk or challenge – in this case increasing incomes

STEP 2. What are the roots: different dimensions of the challenge?

In this tree the roots are divided into three basic categories – production, market and gender relations in the family – in order to make sure all three are adequately discussed.

Important Note: Clarify that this third root is about gender relations, i.e. differences and inequalities between women and men in the household, not just 'household'. Anything else about the house or household, e.g. leaking roof on the storage bins or lack of working space, should go under production or marketing unless it is directly related to gender inequality.

Each pair has 2 minutes to present their cards, starting from the back, and each presenting the other person's card(s). They place each card on roots on the tree - on the relevant gender side or in the middle. As people put up their cards they should group them with the previous ones which they think are similar.

STEP 3. What are the branches? For each cause a solution?

In this tree the branches are also divided into three basic categories – production, market and household – in order to make sure all three are adequately discussed. And a solution must be suggested systematically for each challenge, following the same process as for the roots. Clarify again that the third branch is about gender relations and differences and inequalities between women and men. Each pair has 2 minutes to present their cards, starting from the back, and each presenting the other person's card(s). They place each card on branches on the tree – on the relevant gender side or in the middle. As people put up their cards they should group them with the previous ones which they think are similar.

STEP 4. What are the fruits: Individual SMART action commitments

Hypothetical solutions are not enough – that gives only leafy branches. The fruits are the most important part of the tree – that is what we grow the tree for. Fruits represent the individual actions which each person can take to start to bring about the solutions. For each branch there should be many individual fruits. **IMPORTANT:** Each fruit must be SMART, i.e. specific, monitorable, achievable, relevant and timebound. Participants first now draw their own individual challenge action tree, based on the discussion. They decide 3-5 solutions which are most relevant for them and decide on 1-3 SMART action fruits for each which they can start to implement (total 10 fruits). These fruits are then fed back to the plenary and quantified. People then finalise their own commitments – they may have got some further ideas from others. These fruits then go on Tool 7, their road journey with calendar.

Plenary discussion and wrap up

A large flipchart, or two joined flipcharts are put up at the front of the hall.

STEP 5. Bringing the trees together and individual challenge action trees

The women's and men's groups are brought together. A participant from each group presents their tree. A second participant or the moderator puts the information on the collective tree.

As participants are coming up and during this discussion, participants draw their own individual trees in their diaries or on an A4 flipchart as the basis for homework.

Quantification is also done at the same time – colourcoding for the responses from each sex group and noting particularly any difference between the analysis of women and men, and between different groups from each sex.

There is also a voting by show of hands on the changes which are needed as action commitments by women and men, and people mark these commitments as symbols on their individual trees.

STEP 6. Facilitator wrap up

The facilitator gives a brief wrap up referring to the checklist in Box 28 and the example from Uganda below, or previous exercises from their own experience. Again the aim is to inspire people to change in future, not to make either men or women simply feel guilty about past behaviour.

BOX 28: Increasing incomes: Facilitator checklist and issues to take forward

Key learnings

- For the roots: Which production/marketing/gender challenges are normally experienced by women? Which are normally experienced by men? Are there any things/exceptions to stereotypes which may be surprising? What are the conclusions on the main challenges on the roots, including gender challenges?
- For the branches: Which possible ways forward are identified by women? Which ways forward are identified by men? Are there any things or exceptions to stereotypes which may be surprising? What are the conclusions on ways forward, including gender strategies?
- What action commitments have been made by women? By men? How many women/men have committed to what?

Outputs for documentation and monitoring

- Trees with quantified roots and branches for each economic activity
- A combined and quantified tree on the causes in increasing incomes with possible solutions and 3-5 action fruits per participant. Each tree should be annotated, i.e. sticky labels with written clarification of the symbols should be placed next to each card group.
- Photographs of each annotated tree for follow up and dissemination.
- A written list of the main areas of disagreement to help the facilitators and organisation in the final session.
- Quantified root causes and commitment fruits from the combined tree and (if useful and relevant) from the trees from each activity on an Excel sheet.

Homework

- Refinement of their own individual challenge action tree.
- Acting on the change strategies identified and sharing this experience in their groups – what works, what does not work, what advice can they share with others, what advice do they need?
- Sharing the methodology and what they have learned with at least one other person in their household or community or group.
- Conclusions to further refine their livelihood and market map and/or gender balance tree and/or their road journey.

ANNEX E: SUCCESS STORY WISSA



USAID
FROM THE AMERICAN PEOPLE

AGRIFUTURO
Agribusiness Competitiveness

FIRST PERSON

Her nutritious products save consumers time

Agricultural processor gains regional and global market exposure, thanks to USAID



Photo: Wissa

At the International Fair of Maputo known as FACIM in 2011, Ms. Judite C. Macuacua Pinto shows off some of her company's best-selling agricultural processed products.

USAID is providing business and technical assistance to smallholder farmers and others in agribusiness value chains to raise incomes and increase food security in Mozambique.

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In the Tsonga language of southern Mozambique, *wissa* means “rest,” a fitting name for a food processing company whose stated mission is to save its customers processing time—particularly women working outside the home—while improving their overall nutrition. After Ms. Judite C. Macuacua Pinto founded Wissa in 2008, she began selling cassava flour and castor seed to her local market of Nampula in the country's far northeast.

Today, her company employs five men and seven women and buys 20 tons of cassava annually. Wissa's offerings—sold in bakeries, supermarkets and to wholesalers in Mozambique's three major cities—have expanded to include peanut powder, cassava leaf powder, cassava chips, beans, banana chips, starch and tapioca. She also plans to export cassava flour to Mauritius.

The demand for Wissa's products can spur more cassava production in the northern Mozambique. Wissa grew five hectares of groundnuts in 2011, which it expanded to 15 hectares in 2012. With contacts provided by AgriFUTURO, Ms. Macuacua has also started sourcing a South African groundnut variety to help her expand into export markets there and Europe. The USAID project also advised Wissa on better production techniques and harvesting tactics to avoid aflatoxin contamination. Groundnuts go into one of her most popular products, *molina*, a high-energy snack of roasted groundnuts, sugar, tapioca, sesame and coconut, which won recognition at an international trade fair in 2013 in South Korea.

Though Ms. Macuacua is a frequent exhibitor at trade shows in Mozambique, AgriFUTURO helped introduce her to the international stage in 2011 by sponsoring her participation in an agribusiness forum in Johannesburg, “Engaging the Private Sector for Africa Agri-Food Growth,” followed by an invitation-only symposium in Washington DC, “Advancing Food and Nutrition Security” at the 2012 G8 Summit.

In 2013, Ms. Macuacua received technical support as well as a grant from USAID's AgriFUTURO project to build a small processing unit and shop to exhibit and sell Wissa's full range of products.

ANNEX F: SUCCESS STORY GRAMITER



SUCCESS STORY

Machine takes grains marketer to new level

Grant helped Grains of My Land mechanize processing peanuts, beans and other products



Photo: Mario Santos, USAID AgriFUTURO

Ms. Maria Nhantumbo founded Gramiter in 2009 in part to help women gain greater proximity to the staple crops value chain.

USAID is providing business and technical assistance to smallholder farmers and others in agribusiness value chains to raise incomes and increase food security in Mozambique.

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Channeling grains from Nampula province in Mozambique's fertile northern region to Maputo, its urban capital in the south, involves many small firms who collect harvests from thousands of farmers and sell to wholesalers and food companies. Gramiter, a woman-owned company in Nampula, has emerged as a reliable source for shops, wholesalers and a candy company in Maputo and other urban centers.

Founded in 2009 by Ms. Maria Nhantumbo, Gramiter is an amalgam of "*Graos da Minha Terra*" (Grains from my country). The company purchases peanuts, sesame, beans and corn from producer associations representing 110 women and sells to a largely women-owned and operated group of buyers. Ms. Nhantumbo has said that her company helps women gain access to markets in largely male-dominated agricultural value chains, "by recognizing their role, work and activities as a profession, and not as mere aid."

Recently, Gramiter successfully applied to USAID's AgriFUTURO project for \$10,000 in USAID grant funding to take her business to a new level: mechanizing its processing and cleaning line for grains, in order to offer its customers better-quality products. The machine, delivered to Gramiter in late 2012, helps separate grain from foreign material, and grading according to size and class. When fully operational, the machine will allow Gramiter to increase its processing capacity from 48 tons a year (done by hand) to 384 tons a year—which means the firm will also be able to buy more products from neighboring farmers.

AgriFUTURO is also supporting GRAMITER's efforts to grow its own vegetables by connecting the firm to another USAID funded organization to help them establish an irrigation system. The project will help GRAMITER apply for a grant from the Global Alliance for Improved Nutrition (GAIN), leveraging its support so that GRAMITER can diversify into production of more nutritious foods.

ANNEX G: HISTORY NOSSARA COOPERATIVE

Box 3: Case of NOSSARA COOPERATIVE

Constitution: Nossara was formed in July 2012 by 12 women and started its activities with initial accumulated capital of 24,940 Mts. NOSSARA - Women Cooperative for Processing and Marketing of Soybean by-products from Ruace, Ltd is a producer's organization for agricultural processing and marketing, based in the town of Tetete, administrative post in Lioma Ruace. Situated about, 56 Kilometres from Gurué, Zambezia Province.

Processing and markets: The NOSSARA produces soybean and processes a variety of derivatives which are marketed at the local markets in Ruace.

NOSSARA Activities: The 12 women, 1 widow, 1 single and 10 married women, were members of various associations and were individually processing soybean. They joint into the cooperative to join their common activity and make it profitable. They produce soya bread, soya milk, and soya porridge and soya flour. The Soya processing has helped to reduce malnutrition in the area.

Currently NOSSARA cultivates 42 acres of soybean and other crops. With the money earned with sale of the soybean products, they hire a tractor to plough the land. The cooperative is also negotiating with the company Hoyo Hoyo another ten acres to be allocated for their use.

They would like to get a title to the land to have more control.

Governing bodies: NOSSARA has the following governing bodies: a) General Assembly b) Board of Directors, Supervisory Board and Statutory Auditor. The cooperative has a bank account in the Banco de Oportunidades de Moçambique and its legitimate subscribers are Delfina Sidonius Sebastian, Eugenia Mertone, Florinda Deolina André.

Partnerships: In addition to the local government, the NOSSARA cooperative has partnerships with:

- AGRIFUTURO providing support for enabling business environment, access o finances, markets, etc.
- ITTA – Capacity building programme in use and benefit of Soybean by-products in diets, as a means to fight malnutrition and support calorie management.
- CLUSA – Soybean Production, Associations and markets.

Investment: The NOSSARA are planning to build a shed of 100 square meters with a capacity to accommodate milling machines, baking and processing of soybean derivatives as well as public sales outlet; however the feasibility study is still to be financed.

Through facilitation of AgriFUTURO, this cooperative has received five thousand and eight hundred and ten U.S. dollars from the American Embassy to purchase a soybean processing machine.

Also, negotiation is ongoing with ITTA for the allocation of some compartments of a building to the cooperative.

Records: The cooperative maintains registers of their social capital containing the name of members, date of admission as a member, the respective capital each is holding in the cooperative and any transmissions occurred. The same holds an entry called "member account" where all operations are registered, in particular the deposits made by the cooperative member.

ANNEX H: GAL'S BASIC PRINCIPLES

Gender Action Learning System methodology basic principles

Box 4: Distinctive Feature of GALS

Women are intelligent agents of development: Women are not seen as 'victims of subordination in need of consciousness-raising' but as intelligent actors who already have aspirations and strategies but need collective and organizational support to better realize these.

Men are allies in change: Men are seen as potential partners in a process of change and pursuit of justice who also need support in order to go against established attitudes and patterns of behavior to work for a better world.

Start with the individual: The process first catalysis individual changes, giving people the skills to reflect on their personal situation as the basis then for collective reflection at group and/or community levels.

Respect difference: GALS starts by clarifying differences, and acknowledging the potential for conflict, before negotiating these into a consensus, or at least acceptance of the need to acknowledge and adapt to different interests.

Focus on action: Every learning 'event' focuses on tangible actions for change which can be taken by individuals immediately, before waiting for other actions identified at group and institutional levels.

Peer learning: Every learning event contributes to building capacities and systems for ongoing peer action learning as the basis for a sustainable process of change.

Integration in existing activities: The methodology is integrated into existing activities, rather than being a one-off exercise or extra activity. Inclusion and prioritization of the needs of the poorest and most disadvantaged

Gender justice is non-negotiable: Gender justice and rights-based principles are non-negotiable and underlie the way in which process is facilitated, and the types of actions which are supported by development agencies. Although the main focus is on promoting constructive communication between women and men, the ultimate aim is removal of all forms of gender discrimination and empowerment of women and men to realize their full human potential. In some cases this requires strategic negotiation of conflicts of interest in favor of women's rights.

ANNEX I: CHARACTERISTICS GENDER EQUITABLE VALUE CHAIN DEVELOPMENT

Box 5: Distinctive Feature of GALS

“The Promoting Gender Equitable Opportunities in Agriculture Value Chain” hand book provides characteristics of value chain programmes that support gender equity:

- Understand men’s and women’s roles and relations: Well informed practitioners are better able to anticipate and address gender based constraints and seize opportunities to support gender equality.
- Foster equitable participation: Gender equitable and value chain practitioners create conditions for both men and women to participate in value chain services and activities, from membership in associations to participation in training and private-public dialogues.
- Address the needs of women: Women are actively involved in agricultural value chains
- As unpaid household workers, wagedworkers, entrepreneurs and leaders. Gender equitable and competitive value chain practitioners recognize these differences and design activities that meet the needs of both men and women.
- Support women’s economic advancement: It is important to encourage women as leaders: setting an example for other women, contributing to upgrading and leading systemic changes in agriculture value chains.
- Promote gender equitable market driven solutions: The private sector can be a catalyst in promoting gender equality. Gender equitable and competitive value chains practitioners facilitate understanding of how gender issues in value chain development are “smart business” and support the development of solutions that create equal opportunities for both men and women.
- Gender equitable benefit-sharing mechanism: Gender equitable and competitive value chain practitioners consider not only men’s and women’s participation in value chains but also how men and women will benefit from participation.
- Include men in defining the problem and solution: It is important to include both men and women in identifying the gender issues that constrain their abilities to raise productivity and income and to expand their enterprises.

GATE project

